

7-11-14

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Orienteering USA 2014 Strategic Plan and Roadmap

Note: Metrics and needed resources are in the next section; see page 5.

Vision	Engage more Americans in the navigational challenges that orienteering and similar sports provide for pleasure, fitness and competitive reasons.
Mission	Orienteering USA advances the growth of orienteering and outdoor navigation-based sports.

Education and Certification

Provide a better orienteering experience through educational programs, materials, training, and certification.

Objectives	Key Initiatives
Update and reorganize the present coaching programs for cohesiveness and use of appropriate technology.	Review the present coaching/educational programs and place them within a consistent framework by 2015. Update the program to include both in-person and online formats to train new coaches.
Increase available educational opportunities and aids for clubs.	Develop workshops and webinars as a way to help people improve orienteering meets, coaching and other aspects of club involvement including: timelines and checklists to ensure successful meets, help with course setting, mapping methods and basic skills “lessons” such as how to use a compass.
Disseminate best practices	Collect and publish best practices online.

across clubs.	
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Membership and Value

Improve the value of membership to current Orienteering USA members, and appeal to new members and donors.

Objectives	Key initiatives
Optimize the membership model for local clubs, their members and members of Orienteering USA.	<p>Evaluate current membership structure to provide more economic benefits for members and for Orienteering USA.</p> <p>Provide more member-only benefits (such as educational webinars, ranking).</p>
Recruit new members and retain current ones.	<p>Evaluate joint national/local membership structure.</p> <p>Encourage family membership, because families orienteer together and provide long term membership.</p> <p>Establish programs to recruit, honor, and reward volunteers.</p> <p>Market to potential members through increased use of online technologies such as the integration of event registration with the membership database.</p> <p>Double Facebook and Twitter followers by 2015.</p>
Increase donor support.	<p>Work with present and former donors to help them see how their donations provide value to the orienteering community, and seek out new donors.</p>

Growth of Sport

Increase the number of newcomers introduced to orienteering by 10% annually, with an annual retention rate of 95% for existing members.
 Increase the number of starts.

Objectives	Key initiatives
<p>Increase the number of annual orienteering “starts” each year as reported by both clubs and Orienteering USA-affiliated third parties, divided between first-timers and returning orienteers.</p>	<p>Expand collaboration on targeted marketing between Orienteering USA and local clubs for those clubs wanting to attract newcomers.</p>
<p>Make navigation sports more appealing to newcomers from targeted age groups and affiliated outdoor sports groups (adventure racers, bikers, etc.).</p>	<p>Define and target age groups based on population trends and define and target affiliated groups, including families--preferably with juniors. Increase crossover to orienteering from other groups.</p>
<p>Help clubs do self evaluations.</p>	<p>Offer assessments of a member club to find strengths, weaknesses, opportunities, and threats to their future.</p>
<p>Help other groups using maps develop quality maps similar to O-map standards.</p>	<p>Work directly with adventure racers, scouts, JROTC/ROTC units, and other groups to help them improve their map making and map reading skills.</p>
<p>Partner with other sports using maps to provide information and marketing about orienteering events.</p>	<p>Help clubs integrate calendars and otherwise cooperate with other navigational sporting groups.</p>

Promote Orienteering USA resources	Fund the placement of information about orienteering events in other map and running sports' publications and forums, such as Runner's World, Adventure Racing World Series, USARA.com, etc.
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Athlete Development

Increase the competitiveness of athletes at all levels.

Objectives	Key initiatives
Develop, maintain, and publicize a clear pipeline for juniors to become internationally competitive senior athletes.	<p>Increase coaching and training opportunities at all levels, with a dedicated volunteer or paid coach for each standing team by 2018.</p> <p>Maintain continuity between junior and senior athlete development, including fielding a full team at WUOC; and encourage crossover talent through marketing directed at the collegiate and post-collegiate athlete demographic.</p>
Enable and motivate team athletes to improve their performances at every level of competition	<p>Each team will submit annual team goals to the VP of competition, who will track and make public the achievement of these goals.</p> <p>Develop a long-term athlete achievement plan with the goals of increasing number of starts at all World Orienteering Championships and qualifying team members for finals in all heat events.</p> <p>OUSA will provide an elite race series that is attended by all Team athletes, with the intent to increase domestic and continental competition.</p>

See next page for metrics and ways to achieve the stated goals.

Orienteering USA 2014 Strategic Plan and Roadmap

Vision	Engage more Americans in the navigational challenges that orienteering and similar sports provide for pleasure, fitness and competitive reasons.
Mission	Orienteering USA advances the growth and success of outdoor navigation-based sports.

Education and Certification

Provide a better orienteering experience through educational programs, materials, training, and certification.

Objectives	Key Initiatives	Timeline & Resources	Oversight
Update and reorganize the present coaching programs for cohesiveness and use of appropriate technology.	Review the present coaching/educational programs and place them within a consistent framework by 2015. Update the program to include both in-person and online formats to train new coaches.	<p>Programs should be put in place as soon as possible but all should be active by 2017.</p> <p>Include people involved with the present system, the junior team coach, and others as appropriate.</p>	<i>New volunteer position:</i> Director of Education/ Education Committee (for all key initiatives except last one)
Increase available educational opportunities and aids for clubs.	Develop workshops and webinars as a way to help people improve orienteering meets, coaching and other aspects of club involvement including: timelines and checklists to ensure successful meets, help with course setting, mapping methods and basic skills “lessons” such as how to use a compass.	<p>As soon as possible.</p> <p>Volunteers who are familiar with particular areas would be those helping to produce these materials by the end of 2015.</p>	Clubs and Education Committee

Disseminate best practices across clubs.	Collect and publish best practices online.	2014-2016. Volunteer coordinator to develop document. 2015-2018. Club Committee. \$1000 - \$5000 for person to organize and promote.	Web Committee VP, Clubs New Volunteer
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Membership and Value

Improve the value of membership to current Orienteering USA members, and appeal to new members and donors.

Objectives	Key initiatives	Timeline & Resources	Oversight
Optimize the membership model for local clubs, their members and members of Orienteering USA.	Evaluate current membership structure to provide more economic benefits for members and for Orienteering USA. Provide more member-only benefits (such as educational webinars, ranking).	Q3, 2014 to Q1, 2015--Approximately 200–400 estimated man-hours and \$2,500 to cover marketing and purchase/development of benefits Approximately 100 hours and \$1,000 - \$3,000 per education module Note: Long lead time; consider outsourcing all or part	Orienteering USA Board Executive Director
Recruit new members and retain current ones.	Evaluate joint national/local membership structure. Encourage family membership because families orienteer together and provide long term membership. Establish programs to recruit, honor, and reward volunteers. Market to potential members through	In partnership with the clubs, develop a consistent club recruitment program with customizable marketing materials for Timing: Q1–Q2, 2015 Cost: approximately 100 hours and \$2,500; will require outside professional marketing/ graphic design support Evaluate and market current programs:	

	<p>increased use of online technologies such as the integration of event registration with the membership database.</p> <p>Double Facebook and Twitter followers by 2015.</p>	<p>Silva, President's, Golden Troll 2014 Approximately 20 hours and \$300/ year</p> <p>Develop and implement new programs at both the national and club level for 2016–2017; approximately 50–100 hours and \$500/ program partially funded through sponsorships.</p>	
Increase donor support.	<p>Work with present and former donors to help them see how their donations provide value to the orienteering community, and seek out new donors.</p>	<p>100 Hours, \$1500 per year. Costs are for possible outside help in fundraising and publicity/brochures/travel.</p>	

Growth of Sport

Increase the number of newcomers introduced to orienteering by 10% annually, with an annual retention rate of 95% for existing members. Increase the number of starts.

Objectives	Key initiatives	Timeline & Resources	Oversight
Increase the number of annual orienteering “starts” each year as reported by both clubs and Orienteering USA-affiliated third parties, divided between first-timers and returning orienteers.	Expand collaboration on targeted marketing between Orienteering USA and local clubs for those clubs wanting to attract newcomers.	<p>2014-16. Hired professional plus paid advertising, incl. social media ads and monitoring.</p> <p>Suggested resources: 1:1 \$ matching program for local club \$: OUSA \$, to a max of \$500 from OUSA/year/club and a total OUSA max spend of \$7500.</p>	<p>VP, Clubs.</p> <p>VP, Clubs; Executive Director</p>
Make navigation sports more appealing to newcomers from	Define and target age groups based on population trends	<p>Developer of programs needed.</p> <p>AAPHERD & ACA (American</p>	Web Committee

<p>targeted age groups and affiliated outdoor sports groups (adventure racers, bikers, etc.).</p>	<p>and define and target affiliated groups, including families-- preferably with juniors.</p> <p>Increase crossover to orienteering from other groups.</p>	<p>Camp Assoc) outreach volunteer.</p> <p>JROTC ranking system in place by 2015. Volunteer needed to maintain database.</p> <p>Continue monthly junior newsletters.</p> <p>Three new areas in US with successful school programs.</p> <p>No additional funds; just targeted spending as part of general marketing.</p>	<p>Youth Committee.</p>
<p>Help clubs do self evaluations.</p>	<p>Offer assessments of a member club to find strengths, weaknesses, opportunities, and threats to their future.</p>	<p>2014-2016. Volunteer coordinator to develop document.</p> <p>2015-2018. Club Committee. \$1K/club/max for a total of \$5K/annually from OUSA for related expenses.</p>	<p>Web Committee</p> <p>VP, Clubs</p> <p>New Volunteer Needed.</p>
<p>Help other groups using maps develop quality maps similar to O-map standards.</p>	<p>Work directly with adventure racers, scouts, JROTC/ROTC units, and other groups to help them improve their map making and map reading skills.</p>	<p>Manuals already exist, but should be consolidated on the web site. Need an editor and a web person to post.</p> <p>Get our web address on the other groups' web pages.</p>	
<p>Partner with other sports using maps to provide information and marketing about orienteering events.</p>	<p>Help clubs integrate calendars and otherwise cooperate with other navigational sporting groups.</p>	<p>A calendar "tsar" is needed. This could be a part-time paid position if the person is also an editor and willing to coordinate getting our info onto other organizations' web sites, and vice versa. Possibly \$10,000 or ~500 hours at ~\$20</p>	

		per hour.	
Promote Orienteering USA resources	Fund the placement of information about orienteering events in other map and running sports' publications and forums, such as Runner's World, Adventure Racing World Series, USARA.com, etc.	Much of this already exists. It should be expanded and made more comprehensive, and perhaps made more navigable. This takes an editor and a webmaster.	

Athlete Development

Increase the competitiveness of athletes at all levels.

Objectives	Key initiatives	Timeline & Resources	Oversight
Develop, maintain, and publicize a clear pipeline for juniors to become internationally competitive senior athletes.	<p>Increase coaching and training opportunities at all levels, with a dedicated volunteer or paid coach for each standing team by 2018.</p> <p>Maintain continuity between junior and senior athlete development, including fielding a full team at WUOC; and encourage crossover talent through marketing directed at the collegiate and post-collegiate athlete demographic.</p>	<p>OUSA will provide partial/full funding for a junior and a senior team coach. ESCs will request budgets that cover additional training camp costs.</p> <p>OUSA will provide funds for a WUOC team to compete by 2016, help coordinate fund raising and assist clubs in marketing elite competition.</p>	<p>Team ESCs.</p> <p>OUSA Board</p>
Enable and motivate team athletes to improve their performances at every level of competition	Each team will submit annual team goals to the VP of competition, who will track and make public the achievement of these goals.	VP of Competition will share these goals and progress publicly to all channels of OUSA communication.	ESCs and Board

	<p>Develop a long-term athlete achievement plan with the goals of increasing number of starts at all World Orienteering Championships and qualifying team members for finals in all heat events.</p> <p>OUSA will provide an elite race series that is attended by all Team athletes, with the intent to increase domestic and continental competition.</p>	<p>OUSA will provide incentives for attendance at the elite series for athletes, which will be factors used to pick Teams. Team members will commit to attending the minimum of these races as required by the ESC in the Athlete Agreement. A volunteer is needed to coordinate existing 'A' events into an elite series, and lead an investigation into re-branding and promoting A meets and our national championships.</p> <p>OUSA will create a working group on athlete development planning, coaching certification, and training materials, made up of Team ESCs and Team coaches among other interested parties. They will look at other national training models such as the Canadian LTAD plan for designing an effective plan.</p> <p>Support and emphasize elite orienteering. 40 hrs.</p> <p>Run ads in running magazines and online ad space to promote events.</p>	<p>Board and teams</p> <p>Board and ESCs</p> <p>Board and ESCs and Awards Committee</p>
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