

April 2012

Board of Directors & Executive Director Reports

Peter Goodwin *President*

Since my last report, I have been working on a number of issues. Much of it is rather mundane but some things might be of interest. I have helped in the editorial process for publications related to OUSA. My input is not great because of the work of the other volunteers who are moving the process forward. I have been working with the Executive Director to make sure that bills get paid and that we are on budget with our income and revenues. This has been facilitated by having improved reports that relate this year's to last year's numbers. I also have been working on various policies that will or won't be presented at the board meeting. Another area is related to discussions of how we meet our strategic goals.

I would be remiss if I neglected to mention my involvement, sometimes at a distance, of the GPS issue with regard to A-meets and Championships. Both sides of this issue have been active in presenting their cases and with the help of the Rules Committee, I hope that the Board can make a decision as to a policy moving forward.

Louis Pataki *Vice President Finance*

Our financial condition at the end of March 2012 compares favorably with 2011 figures for the same period. We saw improvements in all major income categories with the significant exception of major grants. The year 2011 saw a \$15,000 contribution in this category while our \$10,000 goal for 2012 remains to be met. Most expense items are comparable to the 2011 period with the exception of insurance premiums which show an increase in the period due to a timing difference. We are on track for a significant year over year saving on this item. Income as a percentage of our higher 2012 budget is similar to the 2011 period while expenses are somewhat higher on a percentage of budget basis reflecting the earlier payment of an insurance premium this year.

The Strategic Plan calls for a significant increase in non-membership / non-start revenues with a goal of \$100,000 in such revenue in 2012 and \$150,000 in 2014. While sponsorship income is up almost \$7,000 from the comparable 2011 period, and has already reached 48% of our budgeted amount, the budget approved last year recognizes that the 2012 Metric will not be reached. An *ad hoc* subcommittee is examining suggestions to improve this situation, including suggestions to revise our event sponsorship policy.

The Plan calls for better coordination of all fundraising efforts by Orienteering USA and its member clubs and teams. While the current lack of formal coordination does not seem to have hurt our overall efforts, this is an area where we will attempt improvement as a part of this year's budget process.

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The Plan calls for more effective marketing of the Endowment Fund. While some suggestions along these lines have been made, I have not focused on this area. While this long range goal is an important part of the Plan, I prefer to focus on our immediate finances until our annual budgets are firmly in balance.

Other Plan goals such as finance-related website revisions and securing map grants from Sports Commissions and similar organizations have been achieved. However, efforts in these areas must continue. The goal of a focus on obtaining grants from appropriate sources is always prominent in the efforts of our Executive Director.

Members of the Finance Committee are at work on the internal examination of our finances and financial practices. This examination is concentrating on practices with the goal of assessing how well these practices conform to the recommendations of our most recent Independent Audit. We will suggest implementation of improvements, if any are still necessary.

Donna Fluegel
Secretary/Executive Committee
Membership Goal
NOD
ONA

MEMBERSHIP

Membership has risen or stayed the same in all types of memberships for 2012.

USOF Month End Statistics	1/31/2012	2/29/2012	3/31/2012
Family members (noses)	1317	1326	1352
Family memberships	424	426	432
Family Life memberships	45	45	45
Individual members	557	554	561
Individual Life memberships	128	128	128
Student members	56	54	60
Junior members	220	269	333
Total memberships	1257	1303	1386
Total members (noses)	2150	2203	2306

-- One of our strategic plan goals was to work with clubs to set up a membership recruitment model (converting club members to OUSA members). We are continuing to work with QOC and have added FLO to the plan. I will be adding additional clubs if this works out to be a successful strategy.

-- OUSA membership option with online A-meet registration is still in the works.

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-- Lapsed Member Reminder.

This is still being done. I'm still looking for a person to take over this job.

NOD – Sept. 22-23, 2012

--Glen and I have been brainstorming ideas for NOD to make it relevant to the clubs as an event to sample the sport and drive future starts. NOD 2012 will be Sept 22-23 with clubs having the option of holding their events anytime in September if these dates don't work for them.

Posters, small banners, and press releases are on the OUSA website, ready for clubs to use. OUSA will work with clubs more closely to help them advertise their events to bring in the greatest number of newcomers.

Since 2011 was a bust for donations, we are planning to focus on other options. We are considering . . .

- large, vinyl NOD and OUSA banners
- gift certificates to the OUSA store
- free local event coupons

A formal NOD strategy will be completed within the next month or so and will be rolled out to the clubs via ONA and other electronic venues.

Maiya Anderson and Clare Durand ***Starts Goal***

First Quarter 2012 Strategic Plan Starts Strategies and Metrics:

Overall Starts Metrics (Goals)	2012
Local starts:	52,700
A-meet Starts:	9,600

Status:

First Quarter A and local meet starts metrics will be completed by 14 April 12 for the board meeting. We expect to see strong numbers with the number of A and local meets scheduled in the first quarter.

To improve on A meet starts a plan was developed to schedule A meets further in advance. This plan was sent out via Clubnet and was published in Orienteering North America. This structure and schedule will help make the scheduling of A meets and championships further in advance a routine. We now have sanctioned bids for 2013 IS/IC Champs and Classic Champs for the board to consider at the April meeting. A bid for the Individual Champs is under discussion. In addition we plan to be more proactive about engaging clubs to host A meets at least one year in advance. Work on the 2013 schedule is beginning. See action plan items below.

Strategy: Actively pursue new groups of potential orienteers

2011 Metric: Implement Programs

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Status: This particular strategy includes a huge number of varying bullets. First Quarter activity included:

- The OUSA Championship Challenge
- A meet coupon program and returning discount continued for 2012.

Action Plan underway

2012 Metric: Ongoing Program Implementation reviewed for ROI

Plan: Be proactive about scheduling championship and A meet events. Coordinate National Orienteering Calendar with greater lead time in scheduling. Develop schedule for these events to be planned and coordinated 1.5 years in advance. Championship and A meet schedule was published on the OUSA website, ONA and via Clubnet. Now working on its successful implementation.

Provide best practices to clubs and continue to develop website sections with programming for specific groups. (In progress)

- Developed PowerPoint presentation with checklist on local and A meet event promotion and marketing. Plan to distribute to clubs and post on OUSA website

Better define and promote US Teams Day in the spring and National Orienteering Day in the fall. (In progress)

Strategy: Utilize technology to promote, grow, and measure orienteering

2012 Metric: 66% online registration

Plan: Promote use of Orienteering USA registration system for 2012 A-meets. Expand Orienteering USA registration system for local club use.

Post orienteering events on national and local event websites/publications. Additionally contact these sites and publications to print/post short articles about orienteering directing readers to the Orienteering USA website and local clubs. (Plan in place and being executed by interns)

Develop an updated Orienteering USA facebook page in coordination with the web committee (on hold).

Strategy: Do not forsake event quality for quantity

2011 Metric: Test pilot an evaluation program with four A-meets and fifty local meets

Status:

2012 Metric: Roll out revised program at National level. 25% of A and local meets evaluated.

Plan: Will work to implement some sort of survey and feedback mechanism for 2012. Consider engaging with the course consulting committee to actively seek out event directors and course setters to provide oversight and answer questions.

Status: No progress to date

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Strategy: Mountain Bike Orienteering

2011 Metric: US MTBO Championships

2012 Metric: Goals as set by MTBO Committee

Status: Will work with MTBO committee for the future. POC: Glen

Strategy: Rogaining

2011+ Metric: Create results and historical information database; Communicate with clubs to develop rogaines; US Championships annually; North American Champs annually; Publicized to adventure racing organizations; smooth sanctioning process.

Status: The Rogaine committee has been excellent at working to grow rogaining. Recent US champs attracted many adventure racers. Sanctioning of non-championship rogaines continues to grow.

Strategy: Trail Orienteering

2011-2012 Metric: Increase event directors/planners and events; Develop North American Trail-O Champs; offer TempO events; Promote to disabled groups.

Status: Will reapply for grant for a trail orienteering event for disabled veterans in the DC area.

Strategy: Don't be afraid to rewrite the rules

2011 Metric: Think Tank formation of orienteers and non-orienteers

Status: New product development group formed. No progress reported yet.

2012 Metric: Regular meetings and progress reports to OUSA Board

Plan: Touch base with group to effect progress. Redefine A meet concept to attract more local participants.

April 2012 Action Plan:

1. Improve National Calendar – Continue to work on contacting clubs to stimulate interest in A-meets for 2013 and beyond. (POC: Clare and Maiya)
2. Continue discounted A meet starts to new adults for A meets in 2012 (limit \$20 per coupon). Track individuals given coupons in 2011 for repeat A meet participation in 2012. (POC: Glen)
3. Master Calendar: OUSA A-meet and regional calendar to clubs and 3rd party sites
Apr 12: Interns are working on posting events on sites. Email to clubs with information on this initiative will go out April 2012. (POC: Glen and Maiya)
4. Meet Promotion (local and A meet) - develop promotion and marketing tools, best practices and checklists.

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Jan 12: interns continue to distribute boiler plate orienteering article to list of event promotion and other relevant websites. Event Promotion Tools for A meet and local meet developed. Need to be distributed to clubs and posted on website (POC: Maiya).

5. Continue work on evaluation/feedback mechanism for A and local meets. (POC: Clare)

7. Work on general best practice documents for website to help clubs with meet implementation. Post event promotion tools on website (POC: Clare and Maiya)

Frank Kuhn

- I attended the Joint IOF Council/Commission Meeting and the Trail Orienteering Commission Meeting in Helsinki, Finland on January 21st and January 22nd.
- I will be attending the IOF Trail Orienteering Commission Meeting in Dundee, Scotland in June.
- I am the Team Manager for the six-member US Team at the 2012 WTOC in Dundee, Scotland, 6 June to 9 June.
- For the United States National Trail Orienteering Championships (USNTOC) in Carrollton, GA on April 13th, I have been working with the GAOC for the past several months to help them offer a high quality event for Trail Orienteering Competitors from all over the US and Canada to participate in the USNTOCs at an east coast venue.
- When possible, I volunteer at Registration at the Florida Orienteering Club events to solicit new Club and renewal members and new OUSA memberships.
- My Strategic Plan Goal for 2010-2014 is: Increase volunteerism at the club and Orienteering USA levels.
 - Charter club: double the number of volunteers from 2010 to 2014
 - Orienteering USA: Establish a consistent and effective committee system serving as a feeder system to Board of Director positions.

With the help and assistance of Peter Goodwin, a questionnaire (9 questions) was sent out to the Club Presidents and one Club Member. The purpose of the questionnaire is to gauge the level of volunteers in the OUSA member clubs and to get information on how to increase volunteerism. 40 responses were received.

From the replies, I am in the process of preparing a “best practices” document. When it is completed the document will be posted on the OUSA website so that everyone can see what works to increase volunteerism. With more volunteers at meets, meets are easier to run!!!

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Amy Williams *Environmental*

Regarding current or recent environmental issues that OUSA BOD has dealt with:

I would like to find copies of any recent 2010-2012 complaints or concerns, concerning environmental issues, from local clubs and/or landowners that have been brought to the Board's attention. I would like to familiarize myself with any current or recent concerns so that I can ascertain what types of problems have arisen in the recent past.

To my knowledge, no concerns have been brought to light in 2012.

Pat Meehan

GOAL: INCREASE THE NUMBER OF ACTIVE MAPS IN THE U.S.

- Focus on both new and rejuvenated maps from 2010 - 2014.

Focusing on both new and rejuvenated maps

Increase the number of available maps and

Update maps that have fallen out of date.

Published an appeal in ONA aimed at club leadership to encourage them to plan aggressive mapping goals in addition, to consider more urban and smaller maps closer to population centers.

Strategies

- *Secure letters of agreement with the federal government and other third party land holders. Utilizing the OUSA mission and "stewards of the parks" approach as leverage to secure land agreements. Pursue third party partnerships with similar environmental position. And create a single "stewards of the parks" document for club use in local disputes.*

Reviewed an Australian Orienteering and Rogaining Policy. Will investigate what policies may be in place or assumed domestically by our club base. May look at forming a committee to prepare a suggested policy with the intention of establishing blanket agreement with all federal land controlling agencies. This can be used for all member clubs at state and local levels.

- *Work with state and metropolitan convention and visitors bureaus and sports commissions to secure permits for desired lands and potential funding for map development.*

Continue to work with State of Kentucky in developing maps, permanent courses, and Orienteering events. Share with all clubs this story of success so that it may be extended and improved upon across the nation.

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- *Update and actively promote the Orienteering USA Map Grant and Map Loan programs.*

Will touch base with the committee chair of the grant & loan program to understand the current status. If appropriate and available, will remind the clubs of this opportunity.

Metrics

- *2010: Determine number of current active and out of date maps.*
- *2012: 2010 measure + 20%*
- *2014: 2010 measure + 40%*

Have not yet established a good base knowledge of the member clubs inventory of maps. The clubs voluntarily provide a limited amount information. Will delve deeper into the concept of OUSA developing a centralized web-based clearing house offering club maps for sale. Each club may manage their own offerings, prices, and method of delivery. By offering this service OUSA will promote clubs to keep maps up-to-date and will have the metrics to measure success.

Rick Worner

- Have our national team programs compete at high levels of international excellence under one name and banner – Team USA.
- One flag – One logo - One team – Team USA.
- Individual team performance goals as noted in the plan.

At the February BOD meeting I submitted a self-evaluation completed by the chairs of all the OUSA Teams for 2011. In general, it seemed to indicate that the Senior Foot O and Junior and Senior Ski O teams were making good progress on the majority of their goals while the Junior Foot O and Trail O teams were a little less successful at this point. Since this was our initial review of the Team's original goals, it was apparent that some teams were better at realistic goal setting than others. With this in mind, I have asked all the Team ESCs to review and revise their goals for 2012-2015. We have agreed that goals should stretch the team members but be possible to achieve. Measurement will be standardized to use the percentage behind the top performances at WOC and national events. This will make progress easier to track from year to year.

A point of emphasis this year will be to move forward on securing a coach for all of the teams. Although the ESCs work hard to support and monitor their athletes they are not a substitute for a good coach. All teams to continue fundraising efforts to supplement OUSA support. The Ski O Team with BAOC support hosted successful World Cup events in Lake Tahoe this winter and have plans to work at an event in Western Mass. this spring. The Foot O Team is hosting an event prior to the Billygoat called the "Speedy Goat" to raise funds. The WOC 93 maps, which are owned by the teams, have recently been put into OCAD and will be available in the future to host team fundraising meets and training camps. The Junior Foot O Team continues to raise funds by selling food at "A" meets and will be hosting another training camp again this spring at Blue

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Mountain. Teams have worked together this year to select a vendor for OUSA Team uniforms and to support OUSA Team's month in April.

All teams share the need to recruit more athletes into Orienteering. We work hard to develop our small number of elite athletes and have experienced some good success at WOC 2011, SKIWOC 2011 and at the recent World Cup Ski O events. Our group of athletes are very dedicated and they spend a great deal of their own time and money to represent OUSA.

OUSA has gained more respect at the international level and we now have more athletes with WRE and World Cup points.

The team members are training more hours and recording their efforts on logs monitored by the ESCs.

All the athletes and ESCs greatly appreciate the increased confidence and support demonstrated by the OUSA BOD, officers and executive director. This year's increase in funding is a big boost and we remain hopeful that someday we can provide complete support for our teams to train and compete.

Ski O Team Goals

[See Page 12 for table]

Trail O Team Revised Metrics 2012

Items not achieved carry over to next year.

2012

- Team will send three open and three paralympic to WTOC.
- All WTOC members to participate in Tempo event.
- One team member in top 20% at WTOC.
- Team members will average better than 70 points at national ranking events.
- Develop training manual,
- Conduct Trail O Training Camp.
- Conduct National Tempo O Competition.
- Every team member will participate in organized fund-raising.
- Each team member to participate in one national ranking event.
- All team members actively participate in team elections and discussions.
- The Trail-O standing team will include at least 5 paralympic athletes.
- Select a Coach for the team.
- Team members will attend additional international events.
- All standing team members will set a Trail-O course annually (demo at club event OK)
- At least 70% of the standing team will participate annually in the U.S. championships
- At least 50% of the standing team will participate annually in any other ranking event.

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2013

- Fundraising will be increased enough to pay entry fees.
- The Trail O standing team will include at least 6 paralympic athletes.
- The WTOC team will achieve top 20% results in both the Open and Paralympic classes.
- All standing team members will average better than 75 points at ranking events.
- At least two WTOC team members will be in the top 20% of their class.
- Team members will actively promote to, and recruit paralympic attendees at local and national Trail-O events.
- Conduct regularly planned training activities.

2014

- Fundraising will be increased enough to pay basic accommodations in addition to entry fees.
- Have an IOF licensed Trail O National Event Adviser.
- All standing team members will average better than 80 points at ranking events.

2015

- The Trail O standing team will include at least 10 paralympic athletes.
- All standing team members will average better than 85 points at ranking events.
- The WTOC team will achieve a top 6 individual finish in both the Open and Paralympic classes and a top 6 team finish.
- The Trail Orienteering Team will receive sufficient funding from grants, sponsorships, Trail Orienteering event fees, and fundraising activities so that six team members (three Paralympic and three Open Class) plus one coach will be able to attend WTOC and compete without incurring personal expenses. (This will require an additional \$11,000 +/- increase of current funding).

Glen Schorr

Executive Director

2012 Goal: 100,000,000 media impressions

Note: I will continue to measure PR activity but cannot accurately measure impressions without incurring significant cost. Investigating new measure surrounding social media. (In development.)

PR Activity

- National distribution of Team USA's Ski-WOC performance to 1,000+ media outlets.
- Executive Director interviewed by *Men's Journal* magazine (Men's lifestyle publication, target audience: male, 21 – 49). Photographer to attend Flying Pig. Article on orienteering to appear in June, 2012 issue.
- Executive Director fielded calls from and provided information to *ESPN-The Magazine* and *Newsday* (Long Island, NY newspaper)
- Plan to distribute Team USA selections to national, and select local media. Recommend announcing results only of top 10 World Championship finishes.

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2012 Marketing Calendar

- Current focus on development of National Orienteering Day as well as Social Media strategy (w/ Donna Fluegel)
- Need to resume focus on re-design of *ONA* (w/ Donna Fluegel)

Starts

- *Measurement: See Anderson/Durand Report for further details*

Championship Challenge

- Current marketing focus on “Championship Challenge” program. Promoting via *ONA*, E-newsletter and orienteeringusa.org
- Partnering with Scarborough's (shirts) and Valerie Meyer (Results)
- Objective to generate as many A-meet starts in the spring as possible.
- Starting with the Flying Pig, regular recaps will be posted.
- For more details visit orienteeringusa.org can click on “Find A National Event”

2011 Club Awards Program

- Await charter information from NMOC and MVOC. Once in, awards can be given.
- Program did not generate sufficient return on investment. Considering alternative programs, with sponsorship element, moving forward.

Sponsorship

- Currently 76% to goal for 2012. *See Bleau report for further details*

Donations

- *See Bleau report for details.*
- Still currently seeking volunteer to run Major Gifts Initiative. Cause for attention.

Travel (Between now and September BOD meeting)

- March 30 – April 1: Kentucky Sports Authority & Flying Pig (Kentucky)
- April 13 – 15: Boys & Girls Clubs & US Champs/BOD (Georgia)
- April 17 – 19: National Association of Sports Commissions Business Development Conference (Connecticut)
- April 20 – 22: US Interscholastics and Intercollegiates (Washington)

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US Ski Orienteering Team Goals

rev 5-
Apr-
2012

<u>Goal</u>	<u>Goal</u>		<u>Result</u>	<u>2012</u>	<u>Revised Goals</u>		
	<u>2011</u>				<u>2013</u>	<u>2014</u>	<u>2015</u>
1 Junior WSOC							
Participation	2 skiers		2	0	3	4	4
	1 coach		1	0	1	1	1
World Ski Orienteering							
2 Championships							
Minimum team size -- for relay	3M/3W		4M/3W	N/A	3M/3W	N/A	3M/3W
Top 2 skiers, % behind winners all races	<30% W	Sprint Middle Long	13%,24% 22%,50% 6%,23%	N/A	<25% W	N/A	<20% W
	<30% M	Sprint Middle Long	40%, 46% 46%,56% 43%, 49%	N/A	<35% M	N/A	<30% M
All skiers, % behind winners all races	<70%		W 6 of 8 races M 9 of 11 races	N/A	<65%	N/A	<60%
Relays	--	8th 15th	W 39% M 36%	N/A	W Top 6, 35% M Top 12, 35% Top 10, 20%	N/A	Top 5, 30% Top 10, 30% Top 10, 20%
Mixed sprint relay	--	12th	22%				
Other International							
3 Races							

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<u>Goal</u>	<u>Goal</u> <u>2011</u>	<u>Result</u>	<u>2012</u>	Revised Goals <u>2013</u>	<u>2014</u>	<u>2015</u>
World Cup Ski-O races -- team members competing at least one race -- best results		N/A		6 (actual) 4th (actual)	N/A	All Top 3
World Ranking Events - - team members competing -- WRE results	3	4	W M	6 (actual) 2 > 990 3 > 480 2 > 590 3 > 580	All 2 > 1000 3 > 500 2 > 700 3 > 600	All 2 > 1050 3 > 600 2 > 800 3 > 650

4 Training and Coaching

Team members show commitment by a) Developing a training plan each year with year end season review	Required	Not done		Not req'd	Require	Require	Require
b) Track and report progress on training continually (Attackpoint or other format)		Done thru Mar 11		Not req'd	Require	Require	Require
c) Team training camp, or attend ski technique clinic, or have personal coach	50% attend	Limited by poor conditions		Recommend	Require	Require	Require

5 Finances

a) Annual expense budget for Ski-O Team	\$8,000	\$7,320		\$9,000	\$12,000	\$12,000	\$15,000
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<u>Goal</u>	<u>Goal</u> <u>2011</u>	<u>Result</u>	<u>2012</u>	Revised Goals <u>2013</u>	<u>Goal</u>	<u>Goal</u> <u>2011</u>
b) Funds raised by Team through events and contributions: From 2012 OUSA budget	\$2,000	\$2,725		\$4,500		
Goal for Team fundraising				\$6,000	\$6,000	\$7,500
c) Expenditures will support:						
Team travel and entry to international events (WRE)		yes		yes	yes	yes
Team travel and entry to World Ski O Champs		yes		N/A	yes	yes
Training camp		no		no	unlikely	perhaps
Team coach		no		no	minimal	minimal
6 Publicity						
-- Team will provide content for OUSA website		yes		yes	yes	yes
-- Team blog will be updated monthly		sometimes		yes	yes	yes
-- Prompt publicity for Ski-O events and results in local media: ski websites, Attackpoint, Orienteering North America		yes		yes	yes	yes
7 Masters Team						
Select and publicize a Masters Ski-O team		no action		drop this goal		