



US Orienteering Federation

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# Professional Staff Transition Report

*Recommendations as of August 9, 2008 by the  
USOF Staff Task Force*

## **USOF Staff Task Force Members:**

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***Requests by the USOF Staff Task Force for USOF BOD  
Action at August 9, 2008 Meeting***

**The USOF Staff Task Force requests authorization from  
the USOF Board of Directors as follows:**

1. The Task Force is authorized to continue the process of defining and implementing the transition to hiring paid professional staff.
2. The Task Force is authorized to examine the USOF governance structure for the purpose of making recommendations for restructuring the USOF Board of Directors and other volunteer positions and roles in conjunction with hiring staff and to draft proposed changes to the Bylaws regarding the position of Executive Director and the Board of Directors.
3. Adopt the proposed Staff Transition 3-Year Budget, as modified by the Board, and authorize the Task Force to:
  - a. conduct a Capital Campaign,
  - b. submit a proposal for an increase in USOF club dues and A – meet sanctioning fees, and,
  - c. submit a proposal to merge the Insurance Fund into the Operating Fund
4. Authorize the Task Force to form a Hiring Committee to handle the process of identifying and interviewing candidates for an USOF professional Executive Director and to recommend one or more candidates for hiring to the Board before January, 2009.
5. Authorize the Task Force to spend up to \$1000 for conducting the search and interview process.

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## **I. Executive Summary**

The USOF Staff Task Force has reached several conclusions with regard hiring professional staff. This report outlines these conclusions, along with some of the discussion and data supporting the recommendations and requests.

The overall conclusion is that USOF should commit to initially hire one professional to lead the organization, and concomitantly, Robin Shannonhouse, the current Executive Director, should transition to a role that could be described as Administrative Support or the equivalent.

Currently, Robin is providing services that far exceed the scope of the original plan for the position. As the USOF Board has directed the Executive Director to perform additional tasks, her compensation and expense budget have failed to keep pace. She has unreimbursed expenses for travel and the USOF office, and the effect is that she is subsidizing USOF.

She has advised the Task Force that she cannot continue to work at a loss, and furthermore, that she desires to scale her work back to the original scope. She would continue on in a capacity providing administrative support to handle the membership database and financial record keeping. All other responsibilities would be passed onto a new Executive Director (and additional staff, if necessary). She has indicated a willingness to continue performing functions as the titular Executive Director only for a limited time and has suggested that she would be pleased if the Executive Director responsibilities were taken on by someone else even on an interim basis until a full-time Executive Director is hired. Further details as to which tasks are associated with each position can be found in Appendix E.

## **Conclusions**

1. Keeping the status quo is not even an option. Robin is ready to step down from her current position at the earliest possible opportunity.
2. Robin has not been fully compensated for the expenses associated with the performance of the duties as Executive Director.
3. It is imperative to move forward and recruit a new Executive Director. Changing over to a paid, professional staff position will benefit USOF.
4. The Task Force has considered whether to hire the new professional Executive Director as an employee or as an independent contractor. At this time we favor an independent contractor.
5. The Board of Directors, as currently constituted and functioning, does not reflect the needs of the organization. Many Board members

provide services that are essentially staff function, while too little attention is paid to the task of governing and directing the organization. There is no input from outside the organization, either through outside board members or an advisory committee.

## **Recommendations**

1. The Board should authorize the President to execute two separate contracts with Robin following the AGM. One would be for her to continue as Interim Executive Director on a month-to-month basis. The second would be for administrative support services as an independent contractor for a one year period.
2. Based on Robin's estimates, the Board should increase the Office Support budget \$1167 per month (until a new Executive Director is in place) to reimburse expenses she incurs in the position of executive director for travel, speaking engagements, meetings, and tasks other than maintaining membership and financial records.

## **Requests**

The USOF Staff Task Force requests the following actions from the USOF Board of Directors:

1. The Task Force is authorized to continue the process of defining and implementing the transition to hiring paid professional staff.
2. The Task Force is authorized to examine the USOF governance structure for the purpose of making recommendations for restructuring the USOF Board of Directors and other volunteer positions and roles in conjunction with hiring staff and to draft proposed changes to the Bylaws regarding the position of Executive Director and the Board of Directors.
3. Adopt the proposed Staff Transition 3-Year Budget, as modified by the Board, and authorize the Task Force to:
  - a. conduct a Capital Campaign,
  - b. submit a proposal for an increase in USOF club dues and A -meet sanctioning fees, and,
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4. Authorize the Task Force to form a Hiring Committee to handle the process of identifying and interviewing candidates for an USOF professional Executive Director and to recommend one or more candidates for hiring to the Board before January, 2009.
5. Authorize the Task Force to spend up to \$1000 for conducting the search and interview process.

## **II. USOF Goals Addressed By This Initiative**

USOF has a proud history of being an all-volunteer organization. Through our volunteers, we have hosted two world championships, in New York and Minnesota, and we maintain active orienteering clubs in many of the major metropolitan areas in the United States.

However, by almost every measure, orienteering is stagnant in the U.S. According to the USOF mission statement, our goals are to 1: Provide orienteering as a viable and attractive recreation choice for US outdoors enthusiasts, 2. Promote orienteering for education, personal development, and environmental awareness, and 3. Improve the competitive performance of US orienteering athletes to world-class levels. How are we doing? The number of USOF chartered clubs and club membership totals have not increased in the past decade. Major metropolitan areas such as San Antonio, Miami, Jacksonville and Memphis do not have access to a USOF club. Internationally, our U.S. teams have not shown any consistent improvement in results in the past decade. And orienteering in schools, while growing, is at an extremely low base.

Most USOF volunteers have regular paying jobs, and can only devote a small portion of their time and attention to USOF business. And the average potential volunteer may not have the ideal skill set to successfully meet some of USOF's biggest challenges. We are good at putting on orienteering events, and many of us are proud of our mapping and course-setting abilities. But how many of us are skilled at attracting sponsors, at obtaining grants, at lobbying government bodies? How many of us have the time and interest to design national programs (such as NOD – National Orienteering Day) and then coordinate with our clubs to ensure successful implementation?

There is a better way. A recent survey by us (see Appendix A) of other U.S. sport NGO's (national governing organizations) finds that 37 out of 41 have paid professional staff. Even a single full-time professional Executive Director can provide capability that USOF currently lacks, capability to represent USOF before government agencies, potential sponsors and grant donors, capability to design and consistently execute regional and national programs such as a sustained effort to get orienteering instruction into schools, capability to foster formation of new clubs and youth leagues, capability to do more effective long-range planning. Furthermore, IOF data indicates that most national orienteering federations have paid staff, and outside the US a federation representing the number of orienteers in the US would on average have between 2-3 paid staff.

There are many available metrics by which the health of USOF and orienteering in the U.S. can be measured. Most of them are depressing. Why? In an all-volunteer organization, no one is ultimately accountable. Paid professional staff is accountable. That is why most of our fellow NGO's already have paid staff.

When the paid staff initiative was first authorized by the USOF Board, input was sought from the USOF community, through announcements on Attackpoint, the USOF Clubnet Yahoo! Groups forum, and informally through outreach by the Staff Task Force members. It was encouraging that support for this initiative was unanimous among those we talked with, including comments like “if only we had done this long ago” and “this is what we need”. Now is the time.

### **III. Governance Issues**

An informal benchmarking process was conducted to ascertain how other nonprofit organizations have transitioned from being all-volunteer to having paid, professional staff, and during that process, we were fortunate to come in contact with an individual, Bruce Ward, who provided us with quite a bit of useful information.

Bruce has extensive experience in both the outdoor-related nonprofit and for-profit sectors, having been an executive at the large (nonprofit) sporting co-op REI as well as the first Executive Director (ED) hired full-time by the American Hiking Society as they made the transition to paid staff over a decade ago. Most recently, Bruce serves the Director of both the Continental Divide Trail Alliance, for which he has raised over \$10M, and also as Director for National Get Outdoors Day. He has also served as a consultant for nonprofit organizations on a variety of issues. His resume is attached (Appendix B); this is not to imply that the Task Force sees him as “the candidate” – his full-time salary is likely to be too high for USOF – but to indicate his experience.

One of the most significant points he made in discussion with the Task Force related to the importance of organizational infrastructure. Most specifically, the various positions that will still need to be handled by volunteers, working in conjunction with a hired Director, must be complementary to that Director’s roles and responsibilities. Furthermore, the decision making structure must be clear and not cumbersome, and the lines of communication between the (hired) Director and Board members must be straightforward.

It is the Task Force’s opinion that the current governance structure for USOF must be modified if this is to be achieved. Hiring a professional Executive Director under the current board structure is likely to unduly limiting, and ultimately a waste of USOF funds, since it would be difficult under the current governance structure for a new Director to either communicate with Directors or get important decisions ratified expeditiously.

In fact, this issue touches on several Board-related issues that have historically been problematic for USOF. It is clear that finding volunteers to serve on the Board of Directors is difficult, and beyond just finding the

sheer quantity of individuals, finding the quality of individuals is even more difficult.

A survey of nonprofit organizations shows that most Boards are substantially smaller than USOF's, even though the organizations themselves are larger. The average nonprofit has a board of between 8 – 13 members; USOF currently attempts to seat a Board of at least 19 members, not even including alternates. It is the opinion of the Task Force that the USOF Board be substantially reduced, although to date the Task Force has not had either the mandate or the time to properly research alternatives.

We request authorization and encouragement to research and then propose an alternative governance structure that will be complementary to hiring professional staff, and more importantly, lead to a more effective organization. We anticipate making an initial report at the October 2008 USOF Board meeting; ultimately, any appropriate changes will need to be enacted at the 2009 AGM.

#### **IV. The Candidate Search**

In general terms, the main responsibilities of the new Executive Director will be to drive all efforts surrounding membership, funding, corporate relationships, programs, business operations and services. Essentially, the professional Executive Director will be responsible for expanding USOF's presence within related recreational, athletic, environmental and philanthropic communities, while remaining consistent to the values and mission upon which USOF was founded.

What type of candidate might we seek? The Task Force feels that the ideal candidate will have been an Executive Director or President of a non-profit membership or charter club-based organization, with a track record of significant growth in both funding and membership. The candidate should possess at least five years full-time working experience in a nonprofit organization, including financial operating management responsibility. Ideally they will have had budget responsibility, preferably with experience securing revenue to support an annual budget of over \$1M+. The executive will have experience in fund raising, administration and management, including staff motivation and development, volunteer management, financial management, planning and working with a Board of Directors. We have summarized additional qualities being sought in Appendix C.

Naturally one of the most important things to understand, for the sake of both USOF and potential candidates, are the specific job responsibilities that we intend the new Executive Director to have.

Must the position be, from the outset, a full-time position? The Task Force feels that if the right candidate can be found, and hired at a salary in keeping with the budget estimates, a full-time hire is clearly optimal.



However, if either the candidate pool or budget is overly limiting, hiring a well qualified individual who is able to work between 20-40 hours per week as an Executive Director is likely to be beneficial to USOF, especially if they are hired with the additional understanding that one of their roles is to find a qualified full-time successor.

The Task Force asks for permission to form a Hiring Committee from amongst its members, and a small allowance (\$1000 or less) to cover related search costs such as the placement of "job opening" ads in various forums. We will also contact search firms to discuss our needs, however we anticipate that for budgetary and other reasons we will ultimately not engage a search firm.

We anticipate that the next step, following interviewing and prioritization of candidates, will be a proposal to start employment (or contracting) negotiations with a short list of individuals in order of our priority. We anticipate bringing this proposal to the USOF BOD at either the October 2008 or January 2008 USOF Board of Director's meetings.

## **V. Staff/Office Location**

The Task Force conclusion on this issue is fairly straightforward: the most important decision is who to hire, and once that is decided, where and how to provide the individual office space can be decided.

The right candidate is likely to drive related decisions, and most likely, will be able to work out of either a home office, or potentially, an office space shared with one or more nonprofit organizations.

The Task Force also recommends that a quasi-permanent organizational address be established, unless it makes sense to retain the current (Georgia) address.

One other alternative investigated was the use of Executive Suite space. In general, the cost is unlikely to be justifiable at this time, and in the short-term, to the extent meeting space is needed for the professional Executive Director to meet with individuals in a business (and not home or orienteering event) context, short-term office rentals are likely to be sufficient.

## **VI. Timing & Budget Issues**

Can USOF afford to commit to hiring a professional Executive Director? The Task Force analysis indicates that (1) USOF can afford to commit to this endeavor, and, (2) the decline in membership and organizational effectiveness may indicate that USOF can not afford not to change.

Based on the salary and office expenses discussed earlier in this report, we have created a table of anticipated expenses over the first two years of this transition. [We anticipate the third year would be similar to years 1 and 2, barring changes that would suggest either increasing (or decreasing) the number of paid staff by the third year.] The overall expenses are estimated to be ~\$110K per year.

There are 3 primary funding sources for this initiative: individual donors, organizational funds, and outside support. The bulk of this transition is anticipated to be covered by individual donors, with \$150,000, or approximately half of the total transition cost, pledged by a single donor (the Lennon Family Foundation). A focused fundraising campaign specifically appealing to donors to help cover this important project is anticipated to bring in another \$25,000 of the total transition cost. The campaign will target the core donors of years past and individuals who have expressed support for the transition to professional staff.

As initial individual donor funding decreases, the role of organizational (USOF) funding and outside support becomes more important in years 2 and 3 and beyond. Organizational funding can come from current capital in the Operating Fund and Insurance Fund, on a one-time basis, and from increases in revenues such as club dues and sanctioning fees, on an on-going basis. The Task Force recommends that the Insurance Fund be dissolved and folded into the Operating Fund. This would free up capital currently tied up to meet annual insurance premiums and reserves for premium increases, which is duplicative of working capital in the Operating Fund. The Task Force also recommends that the Board consider increases in A-meet sanctioning fees and USOF chartered club annual dues.

Finally, outside support will become increasingly important in funding paid staff, and indeed, in funding growth in U.S. orienteering in general. Outside support may consist of grants, sponsors, government funding. Our all-volunteer staff has traditionally not been able to attract significant outside support, or to identify and follow up on win-win situations with potential sponsors and funding organizations. This will be a primary responsibility for a professional Executive Director.

An Excel spreadsheet with the anticipated expenses, anticipated funding sources, and associated assumptions accompanies this report as Appendix D.

## **VII. USOF Issues/Needs**

The Task Force has been fortunate to have access to advice from two long-time USOF members and advisors, Rob Wilkison and Cathy Yekenevycz, on the technicalities of how best to proceed with such a transition.

With respect to the USOF Bylaws, the overall message is that USOF can currently hire a full-time Director, but in the long-term, there are several Bylaw changes that should be made at the 2009 AGM to clarify the situation. These are noted in the Job Responsibilities (Appendix E), and they include the following:

- The ED needs authority to operate the principle office of the federation and, with the President, conduct the official correspondence of the federation.
- The ED would be the primary member and public contact for the federation and the official USOF contact for all outside correspondence.
- The ED would develop the federation's operating fund budget in conjunction with the USOF officers, assist the fund administrators to develop their budgets, and supervise the compliance of all federation units with their budgets.
- The ED would maintain the permanent records of the federation, legal documents, documents archives and permanent copies of the USOF magazine for historical and research purposes.
- The ED would be responsible for organizing the annual USOF Convention and Annual General Meeting, and receiving and verifying all voting proxies and handing them over to the Credentials Committee.

With respect to accounting and related financial issues, a key issue is whether to hire the new professional Executive Director as an employee of USOF – which would be USOF's first employee – or as an independent contractor.

If we choose to make the professional Executive Director and future staff employees rather than hiring independent contractors, USOF will need to begin to handle payroll and all associated costs, unemployment insurance, medical benefits, etc. Cathy advises that independent contractors are typically easier contracts to manage, may cost less, and be simpler for an organization like USOF to oversee (and terminate if necessary). In the future, as USOF expands to having the need (and funding) for multiple full-time staff, it is likely that the staff will be employees (rather than contractors). Cathy also points out that it is easier to convert contractors to employees than to convert employees to contractors.

The estimated cost of the accounting and database services separate from the professional Executive Director's USOF Office could be done one of two ways:

1. Continue to have Robin Shannonhouse, with a new title, at her current contract level, with increases per contract as budgeted by the Board; or, less preferably in the view of the Task Force,
2. Hire a (new) person to perform the membership database and financial recordkeeping functions at the new USOF Office. Internet job listings for such a position are about twice as high as Robin's current compensation (and may include benefits).

The USOF Bylaws requires an annual audit of the USOF financial records. If a management company is contracted, one common function they perform is financial audits, which may entail additional cost. Currently, Cathy audits the books pro-bono.

## **VIII. First Year Plan**

The Task Force considers it important to be fairly detailed with respect to the Year 1 expectations for the new professional Executive Director, and also, for that matter, for the USOF Board members who will need to interact regularly with this individual. We anticipate the following to be essential for Year 1:

1. The Management Committee (see Note 1) must determine measurable goals (metrics) for USOF, based on our mission statement, and prioritize them. These goals may be medium-term targets (i.e. every metropolitan area of over 200000 people has access to a USOF orienteering club) or annual growth measures (i.e. A-meet junior starts increase by 25 percent per year). The goals may be useful for determining a portion of compensation in Years 2 and beyond, but more importantly, they will measure the overall health of USOF and give the new Executive Director a clear picture of the priorities of USOF.
2. The ED must hold meetings with the Management Committee to:
  - Determine events which the ED will attend for purposes of board meetings (see Note 2), to learn the sport, if necessary, and become familiar with people & clubs
  - Determine any professional meetings or conferences the ED might attend—either to represent USOF or for other purposes directly related to goals (such as national scouting events or fundraising)
  - Set dates for progress reviews and discussion of other, unanticipated issues--perhaps every month for 3 months and then quarterly thereafter.
  - Determine practices for submitting expenses.
  - Detail the duties to be transferred from the current executive director and those that will remain within her purview.

- We anticipate that initially the ED should hold regularly scheduled biweekly (if not weekly) conference calls with the members of the Management Committee

3. The ED needs to establish an office, whether virtual or actual:

- Identify equipment such as computer, printer, software, stationery as needed
- Advise various entities of the hiring and supply contact information (announcement over president's signature to IOF, USOC, NPS, etc.)
- Set up necessary bookkeeping/accounting practices to meet federal and state regulations (withholding taxes, etc.)
- With help from the USOF Management Committee, identify core volunteer "staff" that will answer questions and carry out certain tasks. Examples: insurance liaison and Endowment fund trustees.

4. The ED will need to regularly discuss with the Management Committee ways of accomplishing our goals and metrics, which may include:

- Fundraising—a top priority in order to increase the operating budget so as to sustain having a professional Executive Director and adding staff in the future.
- Obtain new sources such as grants and sponsors (see Note 3)
- Improve old sources such as silent auctions and food sales
- Assist or direct the annual fund drive
- Increasing revenue—from new services to members and wider community. (see Note 4)
- Make recommendations for making our organization more effective and vital. For instance, is the regional set productive? Should we set a goal to pay board travel expenses and a per diem for attendance? (Likely feasible only if the board is smaller.) Healthy organizations get new blood for administrative and board posts (preventing burn out of a few and invigorating the organizations with new perspective)—how can this be accomplished?
- Design and execute a marketing campaign to make orienteering better known in the general population. Perhaps target hikers and other sports types through specialty magazines or have a booth at the conventions of other organizations (Scouts or teachers at elementary, high school, and college levels).
- Identify new ways to provide services to member clubs and individuals. For instance, can USOF coordinate mapping needs and obtain the visas for foreign mappers? Can travel for teams be aided through frequent flyer mile donations? Compile lists of people

willing to supply assistance with things like shirt design and photography at events.

- Represent USOF at gatherings and meetings that will address issues of concern (such as park access).
- Review and make recommendations regarding our public face—O/NA and the USOF web site.

5. The ED will need to support and direct efforts of the Board of Directors:

- Prepare agenda and board books for upcoming board of directors meetings.
- Aid board in evaluating and revising existing board structure. Prepare proposals and draft changes to by-laws for consideration at annual general meeting.
- Help identify and recruit individuals to fill board positions and committee chairs.

#### Notes

1. A Management Committee, as well as a Compensation Committee, ought to be established to work with the professional Executive Director. Most likely these would be board members, either officers or at-large directors. This committee could be between three and five members and should probably include the president and financial officer. The compensation committee could be a subset of the management committee (perhaps only two members) so that the compensation committee would be fully aware of interactions with the management committee.

2. Unless the ED is going to attend every A meet – which seems unlikely for a variety of reasons - it may be necessary to determine the dates for future board meetings well in advance. This would contrast to the current practice of choosing the next meeting site just before adjournment.

3. A short list of potential corporate sponsors: REI, L.L. Bean, Patagonia, National Geographic, Rand-McNally, Brunton, Silva; and for federal grants, both the Forest Service and National Park Service, especially as related to the “No Kids Left Indoors” movement.

4. Perhaps our irregularly held convention could be expanded to offer navigation training to a wider audience—adventure racers, GPS users, JROTC, high school leagues, PE/science teachers, scout leaders, park personnel, and search & rescue patrols.

## Appendix A: Salary Survey

For the following nonprofit organizations as surveyed, based on their 2006 IRS Form 990 filings, the average salary among organizations reporting only one salary was approximately \$70,000. [Note that this is not the salary first offered by the organization when it transitioned to including professional staff.]

Organization	1st annual salary	benefits	2nd annual salary	benefits
USA Basketball	174,625	45,775	129,423	27,802
USA Wrestling	168,627	24,008	119,384	21,383
National Physique Committee of the USA	166,032	0	108,000	0
US Baseball Federation	155,000	0	76,000	0
US Lacrosse	153,000	9,667	73,821	6,436
USA Triathlon	143,728	6,396	84,250	3,932
US Amateur Boxing	142,258	2,239	65,856	14,035
USA Volleyball	140,907	24,454	123,115	18,562
US Squash Racquets Association	140,000	0	69,167	0
US Figure Skating	137,196	0	99,938	0
US Sailing	131,300	5,825	99,725	5,556
USA Shooting	127,989	6,399	60,000	1,154
USA Luge	121,116	4,600	73,878	4,600
US Ski Association	120,475	75,420	88,366	4,830
USA Diving	119,108	5,200	59,796	4,784
International Mountain Bik Association	112,700	3,381	85,000	2,550
USA Taekwondo	110,000	8,475	70,000	11,318
US Field Hockey Association	106,666	8,907		
USA Racquetball	101,674	16,285		

US Fencing	98,160	0		
USA Badminton	94,865	3,876	48,189	12,620
US Handball Association	90,879	10,331		
USA Water Polo	89,973	0	51,769	0
US Biathlon Association	85,000	0		
US Modern Pentathlon Association	82,568	0		
National Archery Association of the US	79,392	5,944	52,308	4,240
USA Weightlifting	79,084	14,792	42,517	12,129
USA Rugby	74,770	5,000	52,538	0
US Table Tennis Association	72,387	1,453		
USA Water Ski	72,250	3,613	49,324	2,466
Ultimate Players Association	70,380	0		
US Team Handball Federation	65,000	0		
Amateur Softball Association of America	64,573	21,149	64,573	21,122
US Judo Association	53,517	650		
US Amateur Jump Rope Federation	45,000	0		
US Competition Climbing Association	42,891	0	27,600	0
American Drug Free Powerlifting Association	25,375	0		
US Bobsled & Skeleton Federation	0	0		
USA Dance	0	0		
USA National Karate-Do Federation	0	0		
US Ju-Jitsu Federation	0	0		



## Appendix B: Bruce Ward Resume

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**SUMMARY:** Publicly recognized professional with demonstrated skills in national program development, coalition building, advocacy and public relations.

### ORGANIZATIONAL DEVELOPMENT

- Founder (with my wife Paula) of the Continental Divide Trail Alliance (CDTA), now respected as one of the most successful grassroots organizations of its kind.
- Selected to be the first President of the Washington, DC based American Hiking Society; responsible for consolidating various aspects of that national non-profit into a professional and effective advocacy organization.
- Served as first National Coordinator of National Trails Day, laying the foundation of what is now one of the most successful celebrations of the outdoor experience coupled with a message of volunteerism.
- Responsible for the development of Colorado Trails day as a template for National Trails Day, working with Outdoor Industry sponsors, grassroots organizations, and elected officials

### ADVOCACY EXPERIENCE

- Responsible for securing federal funds for the CDTA (over \$10 million since 2001)
- Secured support for “Willing Seller Bill” passed in the House of Representatives and the Senate during different sessions of Congress.
- Assisted with the development of Memoranda of Understanding with the Forest Service, Bureau of Land Management and National Park Service; also with the States of Colorado and New Mexico.
- Secured proclamation from Colorado Governor Roy Romer, declaring Colorado Trails Day.
- Worked to secure recreational liability statute in Wyoming to facilitate 18 mile easement granted by Anadarko in Great Divide Basin.

### ADMINISTRATION EXPERIENCE

Co-executive director of CDTA with responsibilities for planning, directing, administering and evaluating all components of the Continental Divide Trail Alliance programs, staff, and volunteers. Ensuring that program activities meet long term strategic goals and are consistent with CDTA’s mission statement; specific duties include:

- Direct CDTA's legislative and legal affairs by coordinating activities with the Board's Legislative and Legal Committee.
- Direct and manage CDTA major donor and corporate program; prepare and execute annual development plans.
- Direct and develop annual CDTA media plan.
- Develop plan for establishment of cooperative arrangements with community groups to increase involvement and on-going support.
- Work with Chair of Nominations Committee on board member and leadership recruitment.

## EMPLOYMENT HISTORY

**Consultant, recreation and public lands issues** April 2008  
to present

**Co-Executive Director, Continental Divide Trail Alliance**  
September 1994 to April 2008

**President, American Hiking Society** June  
1993-September 1994

**National Coordinator, National Trails Day** (Executive on loan from REI)  
June 1992-June 1993

**Outreach Coordinator, REI** (Colorado, New Mexico, Washington, DC, Massachusetts)  
September  
1987-June 1992

**International Tour Guide, TREKINTERNATIONAL** May  
1980-September 1987

## EDUCATION

University of Massachusetts, Amherst, English major, 1978-1980  
Salem State College, Journalism major, 1974-1978

## AFFILIATIONS

Rotary International, Conifer Club, President elect  
Rotary International, District 5450, Preserve Planet Earth Committee  
Colorado Outdoor Recreation Resource Project, Co-chair  
Environment and Water Policy Advisory Committee, Congressman  
Bob Beauprez  
Environmental Conservancy Group, Honorary Board of Governors  
Committee member Statewide Comprehensive Outdoor Recreation  
Plans, Colorado 1993, 1998

## REFERENCES

**Lyle Lavery, Assistant Secretary of Interior for Fish, Wildlife and Parks      telephone, 740 490 6878**

**Melissa Simpson, Deputy Undersecretary of Agriculture telephone, 202 720 6335**

**Mark Udall, Congressman, telephone 202 225 2161**

**Stewart Udall, former Secretary of Interior, telephone 505 988 4935**

**Max Peterson, Former Chief, United States Forest Service, telephone 703 771 7545**

**Larry Burke, founder and publisher of Outside Magazine telephone 505 989 7100**

## **Appendix C: Job Qualifications**

### **QUALIFICATIONS:**

- Exceptional leadership and management skills;
- Demonstrated track record in fundraising, especially major capital campaign and/or endowment building, and organizational financial planning;
- Proven leader with the ability to think strategically and creatively;
- Orienteering background or strong familiarity with a related athletic or outdoor community
- Bachelors Degree and a minimum of 5 years as a full-time executive business or non-profit manager required;
- Excellent written and oral communication skills;
- Mature professional judgment and the ability to establish and maintain relationships with individuals, organizations and other external partners; and
- Able to take the initiative in a fast-paced organization;
- Able to identify, implement and evaluate organizational priorities.
- Understanding of lobbying fundamentals, and federal government agencies with most impact to orienteering community in the US (such as the USDA/USFS, USDoI/NPS, etc).

The candidate should have a basic understanding of public and private land law and federal government processes. The successful candidate will be a passionate individual who is comfortable speaking publicly on behalf of the organization, and who initiates meeting and working with adversaries and friends toward win-win solutions. Tact, good judgment, professionalism, and a sense of humor when working with a diverse array of donors, members, athletes, coaches and colleagues will be highly favored. Travel is required around the United States to orienteering areas and clubs.

## Appendix D: Budget

### Staff Budget, Years 1 and 2

Expense Type	Year 1	Year 2
FT-ED Base Salary	65,000	65,000
Performance Incentives	0	10,000
FICA (Social Security etc)	4,030	4,650
FUTA (Federal Unemployment)	56	56
Medical	5,200	6,000
401(k)	3,900	4,500
New Office Expenses		
Telecommunications	1,000	1,000
Computer/equipment	2,000	500
Furniture/misc	3,000	1,000
Paper/ink supplies	500	500
Publicity materials	4,000	4,000
Lease?		
400 sf @ \$40/sf/NNN/yr	0	0
Build-out/renovation	0	0
Travel		
10 trips @ \$1,000/trip	10,000	10,000
Conf. Registration Fees	0	2,500
Exhibitor Fees	4,000	4,000
Outsource/Consulting Costs		
0 project @ \$10K (tentative)	0	0
<b>TOTAL</b>	<b>102,686</b>	<b>113,706</b>

## Appendix D: Budget (cont'd)

### Funding Sources, Years 1/2/3

Funding Source Type	Year 1	Year 2	Year 3
Individual Donor	75,000	50,000	25,000
Add'l Individual Donors (Campaign)	15,000	10,000	0
New Grants/Sponsorships	0	10,000	20,000
Transfers from USOF Funds			
Operating Fund (60%)	10,000	0	20,000
Epunch Fund Loan (25%)	0	0	
Insurance Fund Transfer	0	0	20,000
Map Loans Fund Loan (25%)	0	0	
O' in Schools Fund Loan (25%)	0	0	
Ski O'Team Fund Loan (25%)	0	0	
Additional income			
Club Dues (\$1.00 per start)	0	33,000	35,000
A meet Fees (double sanctioning fees)	0	19,000	19,000
<b>TOTAL</b>	<b>100,000</b>	<b>122,000</b>	<b>139,000</b>

## **Appendix D: Budget (cont'd)**

### **Budget Assumptions**

1. Current Executive Director's (part-time) position and thus related funding remains unchanged, although role becomes increasingly that of a combined Administrative Support/Membership Secretary over time.
2. Board of Directors is streamlined based on future AGM vote.
3. Increase in USOF annual income from club dues and certain A-meet sanctioning fees is approved by USOF Board.
4. No physical home office will be required.
5. Some funds from Operating Fund are potentially useable for hiring/transition purposes, and Insurance Fund is terminated and folded into Operating Fund.

## **Appendix E: Job Responsibilities**

A paid, professional Executive Director would be hired by the United States Orienteering Federation (USOF) as an independent contractor or employee. The position would report to the USOF President and the USOF Board of Directors. He/she would be responsible for attaining program and financial objectives and goals set by the USOF Board of Directors (or its designated management committee).

### **Responsibilities & Tasks:**

1. Operate the principle office of the federation and, with the president, conduct the official correspondence of the federation. (requires bylaws change)
2. Be the primary member and public contact for the federation and the official USOF contact for all outside correspondence. (requires bylaws change)
3. Develop strategies that will fulfill the federation's mission statement and the Board of Director's long-range plan and make annual reports on their progress to the Board of Directors.
4. Develop the federation's operating fund budget in conjunction with the USOF officers, assist the fund administrators to develop their budgets, and supervise the compliance of all federation units with their budgets. (requires bylaws change)
5. Secure external funding in the form of sponsorships, grants and government support for federation programs, projects and teams as budgeted and approved by the Board of Directors; ensure that adequate funds are available for the federation's budgets.
6. Recruit volunteers, employ and release staff, handle the nomination and election process of the federation's officers and directors.
7. Develop programs that assist in staff and volunteer education and maintain a climate which attracts, keeps, and motivates top quality people.
8. Develop and maintain accurate job descriptions for the federation's officers, Board members, staff positions, committee chairmen, coordinators and liaisons, and make annual confidential reports to the appropriate officer evaluating the performance of the volunteers and staff reporting to that officer. Make confidential evaluations of officer performance annually available to the Board of Directors as a whole. Ensure that sound human resource practices are in place.
9. Supervise the federation's liaison activities with the International Orienteering Federation, U.S. Olympic Committee, other international



and national sports and outdoor organizations, and U.S. government agencies.

10. Publicize orienteering and USOF's activities and goals to the public and media. Establish and maintain cooperative working relationships with community groups and stakeholders.
11. Maintain a leadership role in developing financial planning for strategic plans and policies authorized by the Board of Directors.
12. Maintain a working knowledge of significant developments and trends in the nonprofit sports field and actively pursue USOF's participation in those that meet our mission statement and long-range plans.
13. Assist members and member club in obtaining needed USOF support and services.
14. Assist officer, board members, volunteers and staff with needed resources for their tasks.
15. Jointly, with designated officers, execute legal documents.
16. Maintain the USOF inventory of publications, patches and items for redistribution.
17. Maintain the permanent records of the federation, legal documents, documents archives and permanent copies of the USOF magazine for historical and research purposes. (requires bylaws change)
18. Provide members and clubs with USOF documents, forms and archival information upon request.
19. Ensure that USOF insurance certificates are available to member clubs and only to member clubs.
20. Organize the annual USOF Convention and Annual General Meeting, receive and verify all voting proxies and hand them over to the Credentials Committee. (requires bylaws change)
21. Provide arrangements for meetings of the Board of Directors and related functions.
22. Have cognizance over the general policies that pertain to recording and record keeping of the affairs of the Federation and Board of Directors.
23. Be responsible for the operation of the principal offices of the Federation.
24. Be custodian of the Federation's funds and resources.
25. Supervise compliance with the policies pertaining to the accounting, managing, and disbursing of Federation funds and resources.
26. Receive and verify all voting proxies and hand them over to the Credentials Committee for the Annual General meeting.

**Note:** Some of the duties listed above are part of the current Executive Director job description as listed in the USOF Bylaws. As part of the transition under recommendation, the tasks that an Administrative Support position such as is anticipated for Robin Shannonhouse and/or others would hold include:

1. Maintain the membership database; provide selective information from the database to officers, board members, committee chairmen, club officials and staff as needed.
2. Send renewal notices to members and member clubs.
3. Receive fees remitted by members and member clubs.
4. Maintain official lists and contact information of board members, volunteers and member clubs.
5. Provide member mailing information to magazine publisher according to contract.
6. Maintain lists of USOF members who are certified coaches.
7. Be responsible for the preparation of such financial reports as are required by the Board of Directors and an annual financial report for inclusion in the annual report of the federation.
8. Prepare the annual tax return of the federation.