



**USFHA Board of Directors' Meeting
Boys' Development Franchising Option
Sunday, May 6, 2012**

Good morning everyone

Thanks for a great call last evening. This task force has been involved in tackling an age-old problem from within the organization, and we are making strides. Chris will be involved in developing a final report to then be ratified and/or modified by you. One option suggested last night was a franchise approach. I try to describe it below. It does several things. Firstly, it provides for a greater probability of sustainability. Secondly, it provides for a grassroots level group, USA Field Hockey, and a local 'franchise holder with each having 'skin in the game'. That adds up to everyone involved being serious as there is money intertwined. Last night Dave Jackson made the observation that many locales do not have the money to help seed such a program. That is likely true. However, there are some that do. So, maybe one structure does not fit all needs, and we should be flexible. Please take a look at this concept and it would be appreciated to receive comments regarding the approach. Here goes:

Boys' FH Development in the USA

Let's take a look at the dilemma we have with boys development (and, generally both gender development). With *FUNDamental FH*, we have a beginnings of the completion of the pipeline for women with the exception of intramural play for HS/college and post collegiate recreational play. In the case of boys/men, with *FUNDamental FH*, we have the beginnings of a very incomplete pipeline. There is no program step for boys/men beyond *FUNDamental FH* with the exception of those few athletes wanting to pursue a national team opportunity. It seems unworkable to create a *Futureques* program for boys as there is no next step (i.e. HS or collegiate team opportunity).

Currently in place is the *Boys Development and Men's HP Task Force*. They are struggling with this problem/task. During one call, task force member Steve Danielson mentioned that one or two regions of the country should be pegged as prototypes for the development of boys through a coordinator who would be involved with comprehensively developing the region. The presumption was to use an employee, however, another approach can be potentially utilized. Bearing in mind that employees are expensive (with base pay and all the other burdens associated with employees), and volunteers are often not stable in their dependability or in it for the long haul, the idea of fostering a 'franchise' type of situation might work well for development and maybe specifically in some areas for boys. BTW, I am not diminishing volunteers in this internal memo; just reckoning with the reality that once their own interest or child's interest no longer centers around the sport the volunteer typically disappears. Often when a lead volunteer disappears an entire program/club disappears, too.

To have a long term program and stabilize an area, it typically requires a person willing to invest his/her energy for the long run. *USA Field Hockey* is a governing body with a mission to grow the sport. Its programs

cannot be top-down, but, rather, it should be the province of the organization to create and sustain programs that serve as tools to grow the sport that those at the local/grassroots level can grasp and exploit. A key component for success is the capability of developing resource to conduct programs. In other words, the ability to demonstrate to a potential *franchisee* that a career sustaining vocation can be created through the provision of services hockey related in a *franchise territory*. Services could and should include club creation/administration, coaching and umpiring clinics, camps, the development of events and creation of leagues. Under the *USA Field Hockey franchise model*, all activities would be sanctioned or under the standards as created by the *USA Field Hockey* organization. There would be a requirement that all programs would fall under the aegis of USA Field Hockey; coaches/umpires would be USAFH certified and participants throughout would become USA Field Hockey members. There would be a revenue sharing component each franchisee would share with the franchiser, USA Field Hockey, and there would be a provision of local and national seed money to get the local entrepreneur underway. A key element is the local underwriting of seed money (to be matched by seed money coming from USA Field Hockey). For a local program to be successful, there must be local investment or skin in the game.

Here is a potential scheme in how this could work (and, it is similar in structure to any franchiser/franchisee setup)(below items are in no particular order):

- Create pro-forma(s) demonstrating projected profitability in all things to be conducted by the franchise holder.
- Develop marketing approaches to help the prospective franchise holder.
- Work with local entities interested in fundraising for purposes of establishing a franchise territory.
- Work toward minimums expected through local fundraising.
- Establish a seed fund from within USA Field Hockey (and/or its foundations).
- Work on standards the franchise holder is to adhere to and the investment amount by the franchisee holder.
- Work on milestones of expectations (e.g. numbers of new members, new male members, number of events, number of clubs, number of various types of clinics).
- Work on formulas having to do with revenue sharing and return of seed moneys invested.

This is a unique concept within the NGB world. It does provide for sustainability and does require the right person(s) in franchisee roles.

Steve Locke