

USA FIELD HOCKEY

THE REGIONAL ROAD TO \$10m



Where Olympic Journeys Begin

November, 2013

USA FIELD HOCKEY

THE REGIONAL ROAD TO \$10m



Proposed road that could lead us to \$10m revenue

1. Background
2. Outcomes
3. Regional Structure
4. Timeline

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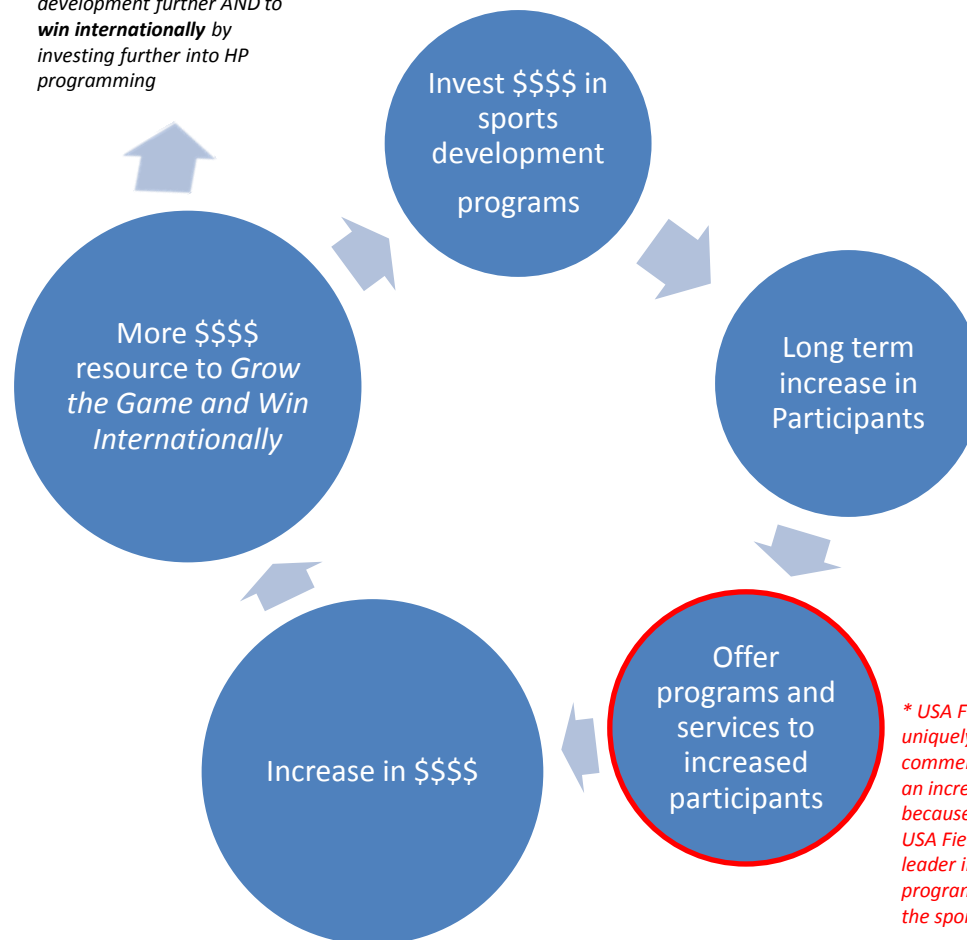
- Mission
 - Grow the Game and Win Internationally

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BUSINESS MODEL

- ROI on \$ invested in sports development

** Increase \$\$\$ available to support mission of **grow the game** by enhancing sports development further AND to **win internationally** by investing further into HP programming*



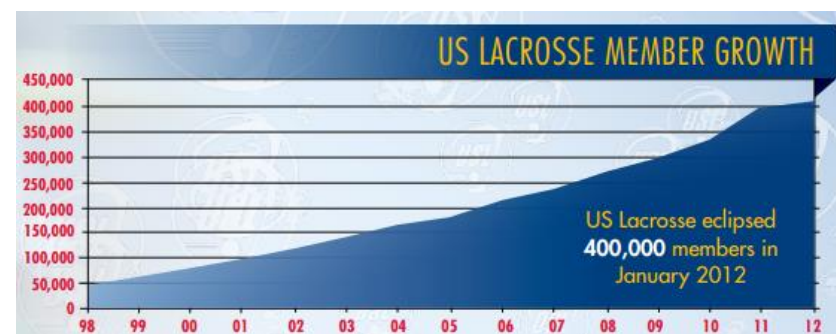
** USA Field Hockey is uniquely positioned to commercially benefit from an increase in participants because, unlike many NGBs, USA Field Hockey is the leader in offering paid for programs and services to the sport*

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GROW THE GAME

- The organizations that are repeatedly shown to be employing best practice include:

- USA Rugby
 - US Lacrosse
 - US Hockey (ice)
 - England Hockey
 - NZ Hockey
- } fastest growing team sports in the US



- While each sport is different and hockey in each country is different – these organizations share two common themes

- National Programs
Managed by national staff
- Regionally implemented
Delivered by regional staff

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GROW THE GAME

While the programs are National, ensuring for scale, consistency and quality; the Delivery is regional, with a regional staff of between 10 and 30. Regional Staff are employed to deliver these programs with a local approach build upon local relationships and local knowledge

US Lacrosse



England Hockey






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GROW THE GAME

Sport Development Comparisons 				
Organization	Members (Youth Members)	Sport Development Impact	Budget	SD Staff Members
US Lacrosse	400,000 total (150,000 U12, 38%)	<ul style="list-style-type: none"> • First Stick Program: 102 sites (2,652 kids) • Phys Ed Program: 221 schools 	\$2,869,154, 17% of total expenses at \$17.0M	9 Full Time
USA Rugby	115,000 total (- U12, %)	<ul style="list-style-type: none"> • Rookie Rugby (in 2012, 300,000 kids across 35 states) 	\$2,660,561; 26% of total expenses at \$10.2M	6 Full Time, 30+ Regional Coordinators
USA Field Hockey	22,531 total (2,783 U12 members, 12%)	<ul style="list-style-type: none"> • Fundamental Field Hockey: 250 programs (19,000 kids) 	\$230,000; 2.9% at \$7.9M	3 Full Time

Lacrosse: 2012 Annual Report
<http://www.uslacrosse.org/LinkClick.aspx?fileticket=SUrk9m6AD9c%3d&tabid=2814>

Rugby: 2013-15 Strategic Plan
http://usarugby.org/documentation/USA_Rugby_Strategic_Plan_2013-2015.pdf

Rugby: 2012 Financial Statement
http://www.usarugby.org/documentation/about/financials/USAR_2012_990.pdf

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REGIONALIZATION



USA Youth Rugby
presented by 

Frontpage News Players Parents Teachers State Champs Start a Team Rookie Rugby Try On Rugby Videos Resources

Youth Development Officers growing the game of rugby across the country

USA Rugby Friday, April 05, 2013



In 2010, USA Rugby initiated a matching grant program to assist state organizations to help grow the youth rugby game across the country. The Youth Development Officer program is a way for USA Rugby to give back to its membership base by furthering its commitment to increase the number of youth programs, including Rookie Rugby, by appointing 11 new YDOs since the program's inception.

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“The delivery mechanisms for programs and services”



To further support the regionalization effort, the national governing body has also committed to adding a number of new field staff positions in the coming years. These individuals will work closely with chapters to expand their roles as the delivery mechanisms for USL programs and services, while also enhancing collaboration with constituent organizations, such as youth leagues, and driving US Lacrosse national standards and best practices. The first of these hires – a regional field manager for the Northeast – is expected to be announced by this summer.

“This is a key hire for us because this person could help shape these field positions for the future,” Kirr explained. “We’re looking for somebody who is part politician, part salesperson, part lawyer and part lacrosse expert.”

- Paul Ohanian

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The measurable Outcomes targeted are identified in the following set of slides – each outcome is linked to achieving an element of the USA Field Hockey Strategic Plan 2020.

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OUTCOMES

- Outcomes. Annually.
 - 40,000 kids in FUNdamental Field Hockey
 - 3,000 diverse athletes in 30 You Go Girl programs



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POSSIBILITY

Goal: Enhance sport development with increased playing opportunities for all participants.

Strategies for Increased Opportunities

- Partner with National Field Hockey Coaches Association (NFHCA) and National Collegiate Athletic Association (NCAA) to encourage sport sponsorship at Division I, II and III levels.
- Collaborate with State Associations and National Federation of High Schools (NFHS) to encourage commitment for increased opportunities for both boys and girls programs at the high school level.
 - Market a template for starting a high school program.
 - Develop relationships with all high school state governing bodies.
- Annually review existing programs (i.e., Turf Tykes, Stick Stars, Futures) and curriculums to ensure a continuum of valuable playing opportunities.
- Develop a recreational component.
 - Encourage and support family playing opportunities.
 - Take the lead with initiating grassroots programs focusing on under-12 athletes.
 - Identify possible venues available for grassroots programming.
 - Make use of existing collegiate turf fields to enhance youth development opportunities.
- Launch diversity initiative to introduce field hockey to urban communities.



Strategies for Youth Development

- Create appealing youth programs targeted for athletes 8 and under aimed at capturing their interest for a lifetime.
- Pioneer programs to establish field hockey for each gender in elementary and middle schools.
 - Promote field hockey as a co-curricular activity for middle school aged students.
 - Advocate for field hockey as a mainstay in elementary school curriculums.



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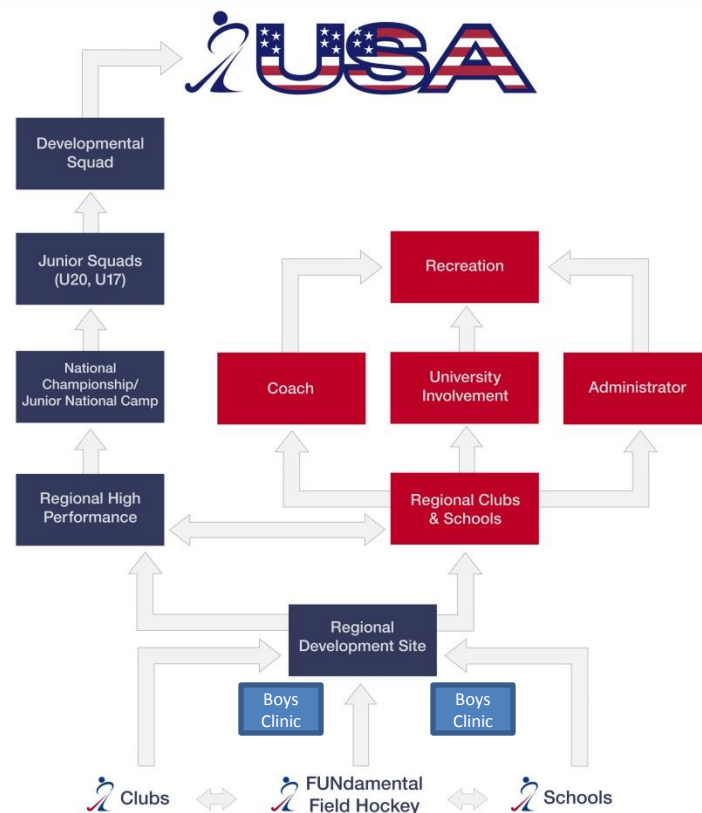
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OUTCOMES

- Outcomes. Annually.

- Bridge or introduce boys to the pipeline via Fundamental Field Hockey, Clubs, Schools or Clinics
- Provide boys specific clinics and recruit players to the nearest Boys Regional Development Site (RDS) or High Performance site (HPS)
Target = 800 boys in 40 clinics
- RDM's will be targeted to achieve 40 boys participating at the RDS in their region

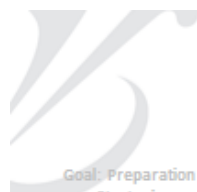
USA FIELD HOCKEY MEN'S OLYMPIC DEVELOPMENT PIPELINE



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OUTCOMES

- Outcomes. Annually.
 - 450 certified coaches
 - 200 new umpires



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FUTURE

Goal: Preparation and education of umpires and coaches at all levels.

Strategies

- Make certain USA coaches are in the key National Coaching roles no later than 2016.
- Ensure uniform playing and umpire standards across age groups, gender, and geographic regions.
 - Partner with NCAA and NFHS to develop unified rules interpretation to align with the world of hockey.
 - Offer annual rules interpretation webinar to highlight this unified vision of umpiring.
- Introduce leading technological resources in preparation and education of umpires and coaches.
- Make educational resources readily and easily available for umpires and coaches.
 - Utilize all available social media platforms to inform membership of available umpire and coach education resources.
 - Capitalize on existing technology to offer a resource library to membership.
- Employ a position dedicated to recruiting and training umpires.
- Implement an aggressive recruitment, development, and retention plan for umpires and coaches.
- Provide necessary education, development and on-field training opportunities for umpires and coaches.
- Clearly communicate certification processes for umpires and coaches.
- Ensure and promote domestic and international exposure for umpires and coaches.



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OUTCOMES

- Outcomes. Annually.
 - 1,000 adults in participating in 10 new tournaments and leagues
 - 20 sanctioned events

USA FIELD HOCKEY POSSIBILITY



Goal: Enhance sport development with increased playing opportunities for all participants.

- Strategies for Club Development
 - Provide template and instructive materials for starting a local club.
 - Serve membership with clearinghouse of available club opportunities.
 - Commit to developmental and participatory programs starting at age 5.
- Strategies for Championship Opportunities
 - Introduce event sanctioning via collaborative partnerships with club owners and venue operators.
 - Launch local qualifiers leading to regional and national championship events.
 - Catalog playing venues for membership education and access.
 - Support grass roots efforts to develop more pitches of higher quality.
 - Introduce a systematic qualification system leading to age group National Championship events for each gender (U15 through Masters).
 - Develop region-based championships for age groups under-15.
 - Establish Masters playing division.



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OUTCOMES

- Outcomes. Annually.
 - 6,000 athletes developing in Futures
 - 3,000 (7-13 year old) athletes in prestigious USA Field Hockey Camps



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POSSIBILITY



Goal: Enhance sport development with increased playing opportunities for all participants.

- Strategies for Increased Opportunities
 - Partner with National Field Hockey Coaches Association (NFCA) and National Collegiate Athletic Association (NCAA) to encourage sport sponsorship at Division I, II and III levels.
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 - Market a template for starting a high school program.
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 - **Annually review existing programs (i.e., Turf Tykes, Stick Start, Futures) and curriculums to ensure a continuum of valuable playing opportunities.**
 - Develop a recreational component.
 - Encourage and support "family" playing opportunities.
 - Take the lead with initiating grassroots programs focusing on under-12 athletes.
 - Identify possible venues available for grassroots programming.
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 - Launch diversity initiative to introduce field hockey to urban communities.
- Strategies for Youth Development
 - Create appealing youth programs targeted for athletes 8 and under aimed at capturing their interest for a lifetime.
 - Pioneer programs to establish field hockey for each gender in elementary and middle schools.
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REGIONAL STRUCTURE

- How to get this done?
 - With Regional Sales Force
 - The ‘go to’ person for hockey in the region
 - Full time, professional, passionate, dedicated, hockey guru
 - Clearly defined ‘sales’ goals
 - Regional Development Manager
 - One in each of 9 Regions

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REGIONAL STRUCTURE

- Each RDM will have a quantifiable, measurable annual targets, this will provide for a culture of focus and accountability.
 - Youth
 - **75** FunFH programs
 - Facilitate program, link to host club, foster sustainability
 - Diversity
 - **3** YGG programs
 - Facilitate program, link NCAA to host sites, foster sustainability
 - Boys
 - **4** boys specific clinics
 - Recruit boys, organize clinics, funnel boys to Regional Development Sites
 - Coaches
 - Organize **8** certification courses, recruit coaches
 - 4 Level 0, 3 Level 1, 1 Level II
 - Umpires
 - Recruit **20** umpires, facilitate 2 training clinics
 - Adults
 - Partner with host to organize **1** new adult event with **100** adults participating
 - Event sanctioning
 - Recruit **2** sanctioned events
 - Futures
 - Identify **20** High Schools or Middles Schools to actively feed into program
 - Identify **500** athletes to trial
 - Camps
 - Organize all aspects of Camp for **300** 7-13 year old kids



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REGIONAL STRUCTURE

- This accountable, goal orientated, job description is translated from that which is in place with organizations who have put this structure in place



JOB TITLE: Taranaki Hockey Development Officer

Department: Hockey

Reporting to: Operations Manager

Key Relationships Taranaki Hockey Association, Central Hockey, Hockey New Zealand, Taranaki Hockey Clubs, Taranaki Hockey Junior Associations, Sport Taranaki, Small Sticks Co-ordinators

Hours: Full time preferred but hours are negotiable (flexibility in hours required as evening and weekend work will be required).

Purpose of the Role:

The Taranaki Hockey Development Officer will be responsible for the planning and delivery of hockey to enable the growth of hockey throughout the Taranaki region. The key responsibilities of the development officer are to:

- Grow and sustain participation (players, coaches, umpires & volunteers)
- Strengthen delivery structure, inclusive of volunteers – especially coaches and umpires
- Improve capability and capacity to deliver (Association, Clubs and Schools)

Main Objectives:

- To establish and deliver a community hockey programme that provides opportunities for all participants, coaches, umpires and volunteers at all levels.
- To establish relationships within the hockey community and develop these to allow for an inclusive community hockey culture within the Taranaki Association that adheres to and complements the direction of the national and regional direction.
- To enable the longer term development of hockey within Taranaki including but not limited to delivery of participation programmes, Coach Development, Umpire and Officials Development and strengthening capability including clubs and volunteers.

KEY TASKS

(a) Programme Management

Management

- Manage Taranaki and HNZ development initiatives for increasing participation, strengthening delivery structure and strengthening regional capability.
- Establish effective relationships with all key stakeholders and effectively communicate HNZ and Central Hockey regional development initiatives.
- Create and maintain database of all participants in the region involved in these programmes.

Planning and Monitoring

- Create, maintain and develop a community hockey plan for Taranaki Association.
- Under the direction of the Central Regional Community Hockey Manager maintain and update local community hockey plans for the delivery of community hockey in your region.
- Support the Operations Manager to develop quality strategies for the region which closely align with the Whole of Hockey Plan.

Taranaki Hockey Development Officer – Job Description

(b) Participation Programmes

Participation

- Implement and deliver the Small Sticks programme as the national participation programme for introducing children and their parents to hockey.
- Implement and deliver the Small Sticks In-School programme which focuses on fundamental skills and directly links children and their parents joining a local hockey club.
- Establish and train a Fun Sticks and Mini Sticks Co-ordinator for each junior region.
- Provide coaching and try out sessions in high schools to encourage participation.
- Deliver school holiday programmes.
- Implement and enhance new ways to capture participants at all levels of the game including youth, summer, casual and masters.
- Provide clear and attractive pathways to participants at all levels of the game.
- Implement and enhance the HNZ Youth Programme.

(c) Strengthen Delivery Structure – coaches, umpires and officials, volunteers

Coach Development

- Provide clear and attractive pathways to coaches at all levels of the game.
- Implement and enhance the community hockey coach development programme.
- Recruit, retain and reward community hockey coaches in the region.
- Implement and enhance 'Advanced Coaching Courses' as part of the coach development programme.
- Provide development opportunities for coaches that align to interest level and skill.
- Deliver extension modules that provide opportunities for coaches to grow and develop.
- Provide coaching advice and support to representative coaches as required.

Umpire and Officials Development

- Establish effective relationships with the umpires council to enable the following outcomes:
- Provide clear and attractive pathways to umpires and officials at all levels of the game.
- Implement and enhance the community hockey umpire development programme.
- Recruit, retain and reward community hockey umpires in the region.
- Implement and enhance 'Advanced Umpiring and Officials Courses' as part of the Umpires and Officials Development programme.
- Provide development opportunities for umpires that align to interest level and skill.

(d) Strengthen Regional Capability

Stakeholder Management

- Lead all clubs and junior committees in the delivery of community hockey.
- Create, strengthen and maintain 'hockey partnerships' with councils, Sport Taranaki, clubs, junior associations and all schools in the region.

Club Development

- Club Development – Develop, implement and evaluate programmes for clubs that enable a consistent flow of delivery to the participants with the aim of providing a positive hockey experience to all.
- Club Support – Work closely with club volunteers and employees to assist in the development of club management systems and processes.

Other

- To provide a monthly board report and attend Taranaki Hockey board meetings.
- To ensure that any sponsor agreements are met as required.
- To attend official Taranaki Hockey functions as required.
- To attend the HNZ Regional Development Conference as required by Hockey New Zealand.
- To ensure that accurate records are kept of sessions and participants.
- Provide timely and accurate reporting as required for the development role.
- To carry out any other tasks as required dependent upon the needs of the organisation.

PERSON SPECIFICATION

Qualifications and Experience

Preferred
Experience coaching/teaching children and adults.
Excellent communication skills at all levels.

Taranaki Hockey Development Officer – Job Description

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REGIONAL STRUCTURE



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Ability to plan, implement, manage and develop a programme.
Previous experience within a Community Sport programme/s preferred.
Ability to work as part of a team to achieve a desired outcome.
Ability to work in a high pressure environment.
Ability to motivate others.

Personal Attributes

Passion to succeed
Enjoys working with people
Commitment
Driven by achieving results
Attention to detail
Self-motivation
Adaptability

Outcomes

Participation

- Delivery of in-school project to 12 schools approximately 2400 children.
- See a 10% increase of U13's playing in our formal winter competition.
- Train a minimum of 15 new coaches.
- Increase the involvement of parents in coaching & umpiring through the provision of coaching and umpiring opportunities.
- Teach at least 12 new teachers/staff members in the delivery of hockey and fundamental skills.
- Introduce 2 new out of school opportunities in New Plymouth & Stratford.
- Have 4 volunteers trained in the delivery of 'Fun Sticks' & 'Mini Sticks' to support each of the four target areas. North, Central, South & Egmont.



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REGIONAL STRUCTURE

Athlete Management/Coaching: Coach
Youth Rugby Development Officer - Chicago, IL - Illinois Youth Rugby Association (Chicago, IL)



Job Title: Youth Rugby Development Officer (YRDO)

General Summary

Reporting to the Executive Board of the Illinois Youth Rugby Association (IYRA) and the Youth Development Manager of USA Rugby, YRDO will be responsible for soliciting opportunities to present and establish rugby programs in schools, park districts, youth clubs/organizations and summer camps in Illinois.

For each new program the YRDO establishes which generates additional income to IYRA then the YRDO will be rewarded with salary increases and/or bonuses that will be negotiated and defined in the employment contract.

Essential Job Functions:

- Establish measures related to growth of rugby in Illinois, set one, two and three year targets and obtain approval from Executive Committee
- Identify and prioritize strategies and tactics to achieve growth objectives
- Create an execution plan capturing one-year commitments – actions to be taken, measurable results and high-level action steps
- Execute the plan and marshal resources required for execution of the plan
- Conduct quarterly progress reviews with the Executive Committee to discuss accomplishments, support needed, and applied learnings
- Report progress at twice yearly General Meetings of the IYRA membership

Detailed Job Functions

- Implement targeted solicitations to schools, park districts, youth development organizations, youth athletic organizations (including, but not limited to American football) and summer camps to assess interest in having rugby as part of their programs
 - *Maintain ongoing contact with entities that expressed initial interest
 - *Arrange and conduct rugby demonstrations
 - *Recruit and train resources to run the rugby programs
- Work with existing rugby clubs to encourage them to expand their existing youth programs or establish new youth rugby programs
- Develop and maintain rugby programs to expand and ensure that there are opportunities to play rugby year round in all parts of Illinois
- Expand participation in 7s (a.k.a. Olympic Rugby)
- Work with IYRA Tier Coordinators to provide competitive opportunities for participants
- Supervise and conduct training of volunteers who wish to become rugby coaches
- Solicit and obtain at least, but not limited to, \$15,000 in annual funding from outside entities, which may include local charitable foundations, such as the John D. and Catherine T. MacArthur Foundation, the Joyce Foundation and the Robert R. McCormick Foundation
- Maintain detailed records of work product in order to provide monthly reports for submission to IYRA's Executive Board and USA Rugby.
- Attend quarterly meetings of the IYRA's Executive Board and attend IYRA's bi-annual membership meetings.

Minimum Requirements:

- USA Rugby Certified Rugby Coach or willing to attend a one or two day course to obtain certification.
- Able to pass USA Rugby's background checks for rugby coaches and administrators
- Willing to adhere to USA Rugby and IYRA's Codes of Conduct.
- US Citizen or legal resident with a work visa.
- Have own means of transportation

Knowledge, Skills and Abilities

- Have a passion for the game of rugby
- Ability to work independently with minimum of supervision
- Excellent written and verbal skills
- Good computer skills
- Ability to create and implement new ideas
- Ability to communicate effectively with both adults and children.

Compensation:

Annual base salary of \$30,000.

For each new program the YRDO establishes which generates additional income to IYRA then the YRDO will be rewarded with salary increases and/or bonuses that will be negotiated and defined in the employment contract.

Travel and incidental expenses will be reimbursed.

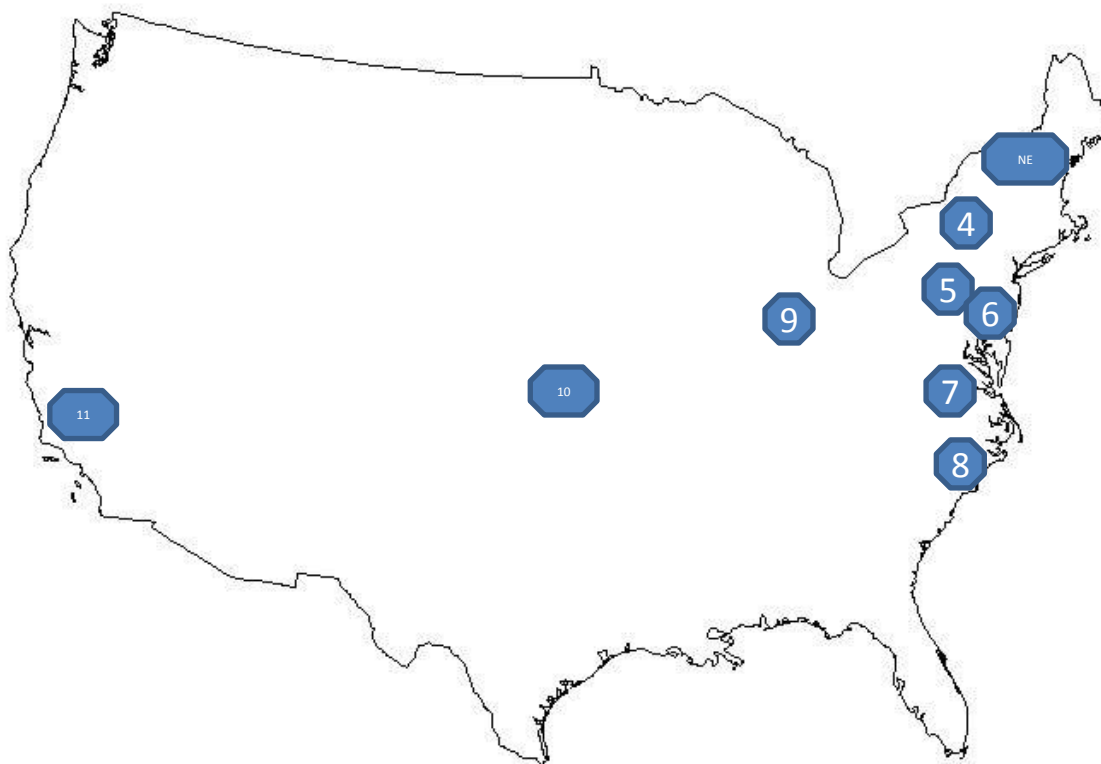
Note: When you apply for this job online, you will be required to answer the following questions:

1. Do you have rugby experience?
2. Are you willing to relocate at your own expense?

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REGIONAL STRUCTURE

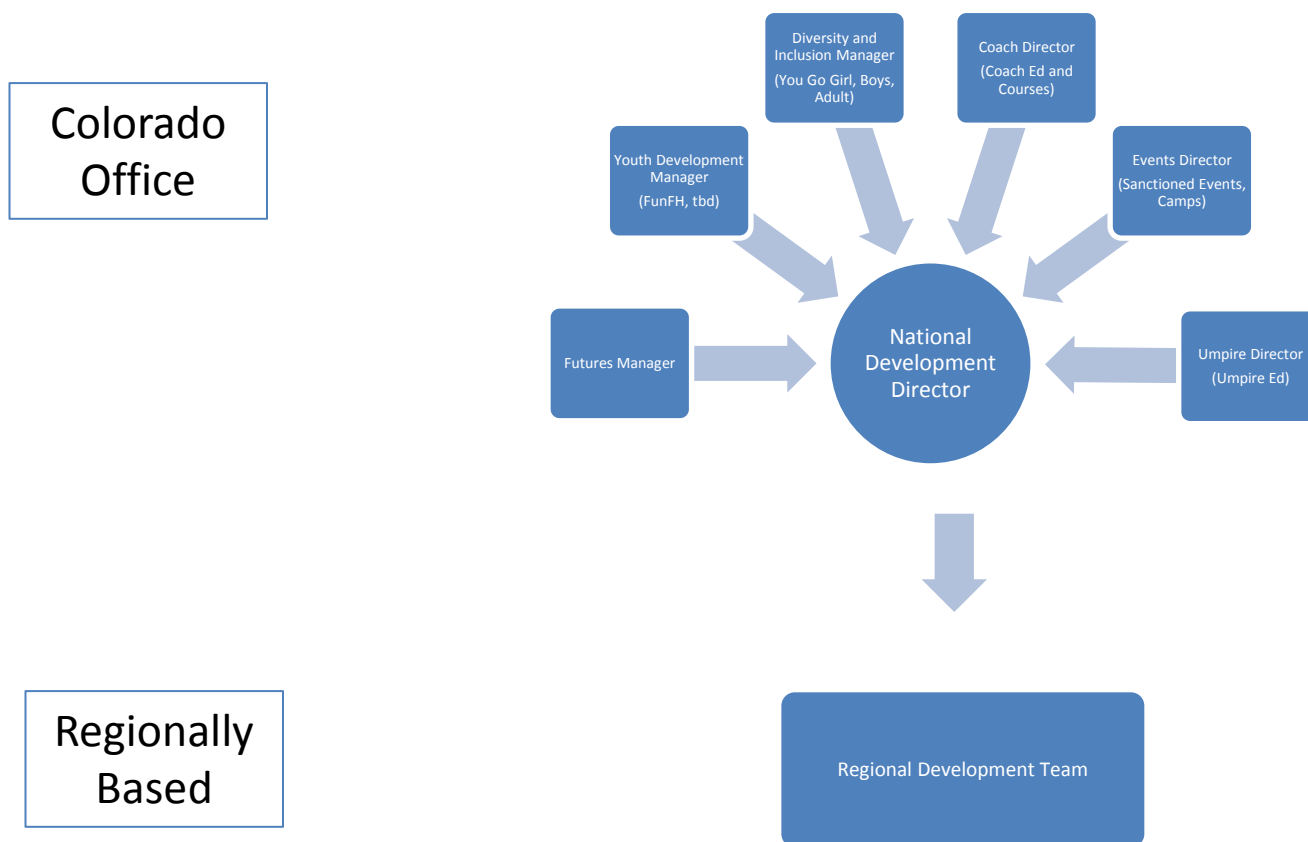
- USA Field Hockey benefits from having in place a well considered regional structure, this plan recommends using this same structure.



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REGIONAL STRUCTURE

- The National Development Director (NDD) will be responsible for leading, training, and managing the RDMs. The NDD will interact with the department heads and ensure the programming is delivered regionally by the RDMs and annual goals are achieved.



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FINANCIAL IMPACT

- Direct Revenue
 - Futures expansion
 - Move to 6,000 participants per annum (5,000 more athletes per annum invited)
 - USA Field Hockey camps
 - 3,000 participants per annum
- Indirect revenue
 - Consider long term revenue opportunities for
 - 40,000 FunFH kids per annum
 - 450 certified coaches per annum
 - 400 boys per annum
 - 1000 adults per annum
 - 200 umpires per annum
 - = Membership revenue
 - = Licensing and Sponsorship revenue
 - = Grant revenue

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TIMELINE

- 2014
 - National Staff, Jan 1
 - National Development Director
 - Youth Development Manager
 - Diversity and Inclusion Manager
 - Regional Staff, May 1,
 - 3 positions appointed
- 2015
 - Regional Staff, Jan 1
 - 3 further positions appointed
 - Regional Staff, June 1
 - 3 further positions appointed