

***Case Study***  
***Implementation***  
***Of***  
***ADM Principles***  
***In***  
***Club Sport Environment***



**Dr. Matthew J. Robinson**  
**President**  
**CPTM Sport Enterprises**

**Objective:**

The objective of this project is to demonstrate to the leadership of National Governing Bodies (NGB) that the implementation of the Athlete/American Development Model (ADM) will lead to positive outcomes that are conducive to the continued growth of sport clubs in terms of participation, enhanced performance and retention of athletes, as well as enabling clubs to enhance its financial viability while contributing to the process of athletes reaching the podium in international competition.

The role of the NGB and sport clubs in athlete development will only increase as high school athletic budgets are cut and intercollegiate athletic programs are dropping Olympic sports at an alarming rate. Sport clubs play and will continue to play an integral role in preparing the United States' next Olympic champions, develop future leaders through sport, and offer opportunities for Paralympic athletes. The case studies investigated ADM's impact on financial-related factors that contribute to the long-term growth and sustainability of sport clubs.

**Summary**

The findings of this study are based on the interviews with professionals from several sports at both the national governing body and local club level. Overall the findings show that clubs that are either deliberately implementing an Athlete Development Model (ADM) or that are incorporating ADM principles into the programming of the club are experiencing long-term benefits for their respective clubs. There were several conclusions reached based on the case studies as well as several other interviews.

- ADM leads to increased retention rates for the clubs at ADM Stages 1 and 2 and impacts the retention rates positively as athletes move through the later ADM stages. These retention rates lead to positive financial benefits for the clubs.

- The existing Youth Sport Business Model is based on high participation at the ADM Stages 1 and 2, but it is still common for sport organizations to create an environment that drives younger participants from the sport by emphasizing competition and competence in these stages. In some cases clubs literally turn paying customers away but cutting or not meeting a customer's needs by offering an unpleasant experience. This leads to a loss of revenue as participant defect to other activities. The participation-focus of ADM retains those who otherwise would drop out of the developmental pathway. Along with that in a multisport environment if a participant does not like or feel competent in one sport they do not have to leave the club to find a sport that they like more or at which they feel they are more competent.
- ADM principles lead to more efficient use of facility/playing surface by having more participants training and competing on a surface thus lowering the cost per person for facility/surface use opportunities. This also reduces the field rental expenses for those clubs that rent their fields or surfaces. This saving can either be passed on to customers or clubs can increase its gross and net revenues.
- While for-pay coaches are common in sport clubs at ADM Stages 3 and 4, it is more common for volunteer parents to coach at ADM Stages 1 and 2. While paid coaches lead to increased expenses, paid coaches at these stages can be justified in that they can lead to greater net revenues while also impacting retention and customer satisfaction.
- Clubs have the ability to offer other services (e.g. agility, specialized skills, free play, etc) to participants at all ADM Stages that create new revenue streams and is beneficial to the athletes overall development.
- Those clubs who incorporate ADM principles at Stages 1, 2 and 3 must implement communication and education strategies for existing and potential parents since the focus on participation and development over competition and winning is a cultural shift. The winning mindset that is prevalent in society must not be deemphasized but rather a message that development leads to the success and winning must be communicated.

- Multisport offerings by clubs are not only beneficial for the athlete at ADM Stages 1, 2 and 3, but if structured and managed effectively can lead to increased revenues and customer/parent satisfaction and retention.
- Multisport offerings enable revenue to stay within club, while giving athlete required off days in a sport weekly as well as in off-season.
- Multisport clubs can be created with a strategic mindset where sports complement one another in terms of skill development and also off seasons. Common examples being lacrosse and football, soccer and basketball.
- Multisport environment decreases threat of athlete leaving to go to competing sport clubs or non-sport environments.
- Multisport environment enables parents to have multiple children at one location participating in different sports. This enhanced customer satisfaction.
- Multisport environment enables collaboration and coordination between sports in the best interest of the child as well as offering additional services (e.g. speed agility, strength and conditioning etc.) Varying product lines can be developed to meet the varied wants and needs of the sport consumer.
- Multisport offerings can reduce expenses for a club for they combine duplicated services at a cost saving for the club while also improving the purchasing power of the club by increasing the size of orders and thus lowering the per unit cost of uniforms and equipment.
- Multisport clubs have the ability to generate increased revenue from corporate partners through increased participation and reach for the potential corporate partnerships.
- Multisport clubs are more attractive in securing public/private partnerships for facility development and for negotiating for facilities rentals with schools and parks and recreation areas.
- Multisport clubs need to think strategically in how they position, price and offer sports and services in order to effectively market themselves.

- Gymnastics is an outstanding sport in and of itself, but also has the ability to be a foundational activity and or sport for many different sports and be either an offering or a potential business partner with other sport clubs.

### **Methodology:**

A case study approach was utilized to acquire the results. A protocol was developed and used for each site. The protocol inquired about player development practices/method/curriculum prior to implementation of ADM; the process of implementing ADM; Impact on registration, retention and revenues; as well as impact on customer, athlete and coach/employee satisfaction and performance. The participating organizations were:

Freemont Soccer Club: ADM Model: Paid coaches and training pods on retention

LA Premier Soccer and Volleyball Club: Multisport Club Created to Expand Club Revenues

House of Sport: Multisport Club Created out of Convenience

Bart Conner Gymnastics Academy: Gymnastics as a Foundational Sport

USA Hockey ADM: Promotion of the ADM to its Member Clubs

USA Swimming: ADM is part of NGB Athlete Development

Other interviews were conducted with New York Rush Soccer Academy, Competitive Edge Basketball Club, Philadelphia, PA.

**Freemont Soccer Club:  
Andrew Donnery, Executive Director**

**Introduction**

Based on the US culture it is common for a child to cease participation in an activity when he or she or the parents do not feel the child has competence in an activity. At that point the parents and the kids look for another activity. In a nutshell parents say “if my kid is not one of the best kids on the team, they are going to go do something else. “ From a club perspective this mind sets leads to lower retention rates and lost revenues as players do not move through the club to the more advanced ages. Along with this, late bloomers may be lost as well as those who may never become a skilled advanced player, but who may develop a love for that game that leads them into coaching, officiating or leadership.

Fremont Youth Soccer Club (FYSC) developed the Advanced Player Development Program (ADP) to address the above mentioned problem. FYSC not only rebranded its recreation program but moved from volunteer coaches to paid coaches, increased the fees for the program and created a player- centered approach that focused on allowing a player to develop at their own rate and ability level. The program has led to:

- a player development culture that is advancing through the club.
- increased registrations in the ADP program from the previous recreation program.
- increased retention rates of players moving from the Under 8 program into the Under 9 and older age groups.

The previous recreation program was staffed with parent -volunteer coaches. While there was an emphasis placed on athlete development, teams were chosen at the beginning of year and they played a predetermined schedule of games with the rosters selected at start of the year. The parent volunteer coaches brought different agendas and different levels of commitment to player development and there was little if any communication between coaches in the same age group or with those in age groups above. In this model, over 70% of the kids left the club before joining the competitive age group program.

## **Intervention with ADM Based Philosophy**

To create an environment where player development was emphasized over winning and losing FYSC introduced in its Under 4 to Under 8 programs the ADP program. ADP moved away from teams and schedules and created player pods. The model included 10 fields with varying degrees of skills levels. Field 1, for those players who have demonstrated an early competence and each field after works its way down to Field 10 for those who are less skilled or coordinated or who may be new to the sport. Instead of lopsided competition and training there was a more balanced environment on each field and opportunity for success for the players on their respective fields.

In the new model, part-time coaches between ages 18 and 20 who had playing experience were hired. They are educated on the philosophy of the program and its goals. They are given coach education to understand the objective of the program and are supervised by a professional fulltime coach. The coaches are paid \$25 per session. Parents enjoy for they come and enjoy watching kids not only play but have success. With work and personal commitments, many of today's parents are more willing to pay for coaches rather than volunteering their time.

## **Financial Impact**

Since implementation of the program, the registration in the U4 and U8 has increased over the three years. From a revenue perspective the old program had 100 players who paid, \$250 for a 3 month season program. At end of season kids would go to another activity. The new rebranded program has seen enrollment increase to 500 kids at \$1200 for a 10 month program that is one day a week. The revenue that would normally leave after the three-month program is staying within the club. The gross revenue from the program has increased from \$25,000 to \$600,000.

The impact has been felt as the U-9 registration numbers have increased, in previous years there were only two teams and now there are now four teams and more kids are staying and moving into the competitive program. This has led to 97% retention in the competitive

program. The competitive program practices the same philosophy in that players are not assigned to a team. Instead, they are in a pod and players are assigned to team to compete on weekly basis with external competition.

Table 1 presents a comparison of Paid vs. Volunteer Model in terms of revenue projections for 300 participants. The fee per session for the paid model is \$40 for revenue and \$30 for volunteer model. The paid for coach is a 10-month program offered once a week or four times a month. Thus participants are able to participate in other sports. With the increase cost of only \$10 and increase in the duration of the program leads to \$480,000 in gross revenue. If the new model leads to increased registrations by 25% it would lead to a gross profit of \$640,000.

**Table 1: Revenue projections for Paid vs Volunteer Coach Model**

Revenue	Participants	Fee per session	Session a month	Cost per Month	Months	Total Reg.	Total
Paid Cash Experience	300	\$40.00	4	\$160.00	10	\$1,600.00	\$480,000.00
Volunteer Model	300	\$30.00	4	\$120.00	4	\$480.00	\$144,000.00
Increased Participation	400	\$40.00	4	\$160.00	10	\$1,600.00	\$640,000.00

In Table 2, the expenses of paid for vs volunteer model are compared. The Paid Coach model has \$60,000 in staffing costs, as well as uniform and overhead that captures cost such as utilities, field rental, general operating expenses etc.) There is still a significant difference in profit for the Paid-Coach Model. The key to the revenue generation is the cost-per-session. The club is paying an individual \$25 per hour to manage participants that bring in \$400 in revenue in that hour (10 participants x \$40 cost-per-session).

**Table 2: Expenses Projections**

Expense	10/1 Ratio	Staff Cost per Ses.	Sessions per month	Staff per session	Months	Staffing Cost	Uniform	Overhead	Profit/Loss
Paid Coach	30	25	4	10	10	\$30,000.00	6000	\$72,000.00	\$372,000.00
Volunteer Model	0	0	0		4	\$0.00	6000	\$21,600.00	\$116,400.00
Growing Participants	40	25	4	10	10	\$40,000.00	8000	\$96,000.00	\$496,000.00

Table 3 demonstrates the financial benefits of retention. Presented are the registration numbers for an age group as it moves through the ADM stages. It is evident that a loss of participants also leads to a loss of revenue for a club. The poor retention rates leads to nearly \$1 million difference in revenue over a five-year period. This is also with the case that in the first scenario where registration fees were increased twice and in the second scenario only once.

**Table 3: Financial Impact of Retention**

<b>Poor Retention</b>			
<b>Year</b>	<b>Enrollment</b>	<b>Fee</b>	<b>Amount</b>
2010	500	\$1,000.00	\$500,000.00
2011	300	\$1,100.00	\$330,000.00
2012	200	\$1,100.00	\$220,000.00
2013	200	\$1,200.00	\$240,000.00
2014	150	\$1,200.00	\$180,000.00
<b>Total</b>			<b>\$1,470,000.00</b>

<b>Good Retention</b>			
<b>Year</b>	<b>Enrollment</b>	<b>Fee</b>	<b>Amount</b>
2010	500	\$1,000.00	\$500,000.00
2011	450	\$1,000.00	\$450,000.00
2012	450	\$1,100.00	\$495,000.00
2013	450	\$1,100.00	\$495,000.00
2014	400	\$1,100.00	\$440,000.00
<b>Total</b>			<b>\$2,380,000.00</b>

## Summary

Freemont Soccer club have increase revenues at the ADM Stages I and 2 and in the process have enhanced the participation experience in that the paid for coaches are implementing the ADM model. The positive benefits lead to increased registration and retention as the participants move through and to the later stages of ADM.

## **LA Premier Soccer and Volleyball**

### **Barry Ritson, Executive Director**

#### **Introduction**

One of the pillars of the ADM is the emphasis on the development of the multisport athlete. In the case of the LA Premier Soccer and Volleyball Club, the multisport model has increased revenues and profit for the entities while enhancing the athlete development experience for participants. At first it was implemented at the older age groups, but now parents who have either come for volleyball or basketball are joining for both. An added benefit is that the club has been able to retain athletes in what was normally a dark time where they would lose over 300 customers.

LA Premier Soccer is an elite single-sport, club with just over 1000 players. The club offers on-field training as well performance training services. Due to the competitive soccer club environments the only way to grow the club in terms of participants and revenues were through merging with another club. There were no clubs interested in merging. Along with this the club would go dark for older age groups for a three month period, December to March, to accommodate the high school soccer season. Though participants were not with the club they were still only playing soccer. The club would lose 300 players who would play high school soccer. Younger players could still play with LA Premier.

#### **Intervention with ADM Principle**

LA Premier recognized that the only growth potential was through merging with another sport and following the multisport model that is common in Europe. LA Premier considered volleyball and lacrosse and selected volleyball because lacrosse seasons conflicted with the soccer season and would have created field conflicts that could have impacted the client experience.

Volleyball on the other hand has a seven-month season and part of it was during the three month dark period for soccer. In the volleyball market in the area there was one

dominant club that attracted all of the best players. Lesser players were dropped to B and C teams. Two smaller clubs merged and was the main competitor to the larger club. The top players stayed with the dominant club, but the others participants in the club were not having the same experience. LA Premier approached the smaller club with their player development philosophy from soccer and the offer to manage the business aspects for the club. LA Premier also would promote the idea of athletes playing both sports and share its relationships with local schools to get the volleyball access to gym space. Volleyball players also gained access to the college placement service the soccer club had established. LA Premier hired the DOC from the volleyball club and players followed her to the new entity.

After two years, both tryout numbers and retention rates have increased for both sports. In promoting the multisport experience, the first year there were four athletes who did both at the U14 level. More recently LA Premier older age-group soccer players are forgoing playing high school soccer in order to play club volleyball. They benefit is that they are getting a three-month break, but they are doing performance training and playing another sport while taking a break from soccer.

The volleyball players have access to the sport performance to enhance their training, speed agility and power. For the soccer players, some are playing volleyball for the first time. There was an understandable resistance at first in terms of parents trying to understand why a soccer club was offering a volleyball program. Through communication and education LA Premier was able overcome that barrier. LA Premier emphasized the athlete was getting both and that efforts would be coordinated. Parents who came to the club just for soccer at the younger age groups because of its established soccer reputation are now also registering their children for the volleyball experience. The club views this as creating environment where athletes will remain in the two sports as they move through the club.

The key to the success of the merging of the two sports has been communication between the Director of Coaching and coaches in regards to training times and days of week as well as the loads being placed on the athletes during the time both sports are training. Soccer

training sessions run 90 minutes for three days: One day is position specific training, the other is team training. Volleyball is one day a week for 120 minutes.

### **Financial Impact**

In the current situation, the two sports have separate budgets and a customer pays for both. There is not a reduced price for packaging the two sports. In the new model the Club went from \$1.8 million in soccer revenue to \$2 million with the addition of volleyball leading to a profit of \$120,000. The goal is to increase revenues to \$ 400,000 and approximately a \$200,000 profit.

The impact on revenues and profits is not just from increased registration. LA Premier moved away from using a soccer-only uniform and apparel supplier to a sport supplier and uniforms and apparel are consistent in color and type. This has led to increased volume at a lower price. Along with that the club has a fulltime staff of an executive director who oversees the entire club and a DOC for each sport but administrative positions serve both sports. The performance staff serves both sports and there are paid soccer and volleyball coaches. Finally the value of sponsorship deals has increased because of the increased reach and impact of having two sports. Sponsors logos are with both sports and have ability to communicate with both customer bases.

**House of Sports**  
**Ardsley, NY**  
**Frank Lombardy, Director**

## **Introduction**

House of Sports (HS) has been in existence for three years and is a multisport facility that offers team and individual training opportunities in soccer, volleyball, lacrosse, basketball, baseball and football. It is a for-profit model started by a family who had children in sports and who grew tired of taking them to various locations rather than one.

## **Intervention with ADM Based Philosophy**

HS practices ADM principles in that it offers a multisport program within its facility. HS offers traditional seasons and athlete can move from one season to the next and HS also offers year round programs for sports. From a business perspective it provides one-stop shopping for parents and for HS it is able to retain all of the revenue within the club. HS does not offer a coordinated multisport approach, in that a planned multisport curriculum is not offered. HS is accommodating to an athlete who wants to do one sport a season but there is also the opportunity to do one sport a season while participating in another sport's year-long program. Customer select from HS's offerings in order to meet their wants and needs.

HS's branding message promotes a philosophy of skill development being paramount, year-round training essential and placing athletes in a position to succeed as its highest priority. Although HS offers a multisport program, there are certain sports whose culture promotes single sport participation. Basketball is one of those, but there are also sports that the cross over is a part of the culture and very natural. The best example of that that being football and lacrosse. Still, customers choose the product/sport that fits their wants and needs.

Along with this, it is common at the lower ADM stages that athletes start out participating in more than one sport but by the time they reach the teenage years they have become focused on one or maybe two sports. In most sports, a tiered system of teams that match athlete's abilities is offered. They will hold tryout/talent identification sessions prior to

each season so that an athlete can move up if his ability has improved. The HS philosophy is based on placing an athlete where they have the best chance for success. With that said the elite or A level teams are expected to be competitive in external competitions.

HS uses only paid coaches. This approach does impact the bottom line in terms of an added expense but it assists in marketing in terms of perceived quality. It also eliminates customer dissatisfaction over the claims of bias or that a coach is not qualified. HS does feel they are challenged by single sport clubs that claim they are or a higher level or quality because they are single sport. Also, these clubs will look to attract HS clients away with the lure of more exposure with a high caliber or visible single sport club.

The retention rates from age group to age group have been positive as has the retention of the athletes over the course of the year staying in the club for multiple sports. They do believe retention is impacted by the degree of success experienced by the customer. Those success metrics being: management and organization of the experience for the participants, wins and losses, and the degree they felt the participant competed at the appropriate level of competition.

Although HS wants to offer participation for athletes at all skill levels, in some sport facility space forces them to cut athletes from the team program. The main sport for this would be lacrosse for there is only one training area. With basketball HS offers multiple tiers for the different talent levels. Those athletes who do not make a team are encouraged to participate either in clinics or individual training if they would like to pursue the team environment later.

HS is set up that there is a director for each of the sports. There is no formal relationship between the sports but the coaches do communicate amongst one another. As stated earlier there is no theoretical foundation for the training of the athletes but focus is on athlete development, and offering the opportunity for the participant to succeed. HS also recognizes at Stage 3 an athlete may leave them to compete for their high school but HS is open to working with that the athlete and his or her schedule so that they can compete for HS sponsored programs.

HS offers performance training for athletes as an add-on to the program and attempted to offer programs for parents so that the parents had something to do while athletes trained. They found that the programs did not generate the revenue it had hoped. Some parents were content responding to emails in café area while others ran errands etc. during the training time and returned when it was completed.

### **Summary**

HS has the infrastructure in place to offer the multi-sport approach. They respond to the market in regards to the programs they offer. They have benefited in retention in years and across years through participants staying with HS to compete. They must contend with the established single sport clubs in their environment but through results they have the potential to strengthen its brand in the marketplace.

**Bart Conner Gymnastics Academy**  
**Bart Connor, Owner/Director**

**Introduction**

An important part of ADM is the identification of foundational sport and activities. The Bart Connor Gymnastics School (BCGA) is not only a gymnastics school but a school that provides important physiological development for participants to move into other sports. It was mentioned by Ken Martel from USA Hockey that every sport in the US should have gymnastics incorporated into its athlete development.

BCGA has been a part of the Norman, Oklahoma community for over 30 years and while it has produced high level male and female gymnasts it has also provided the foundation for athletes to excel in many other sports. BCGA runs tumbling and gymnastics programs for participants who want either a recreational or competitive environment and these programs are offered from pre-school up to 18 year olds. There are levels offered and participants move through those levels at their own pace. For males it is from Level Four to Level 10 for females there are younger teams that then evolve to levels up to 10 and elite. Enrollment at the academy is 80% female.

**Intervention with ADM Based Philosophy**

While many would think that an Academy led by two former Olympic Gold-Medal winning gymnasts, would focus only elite gymnastics. That is not the case. BCGA recognizes that while there are athletes who come to the academy to strive for the elite, national and even Olympic status, the academy also provides an environment to develop gymnasts to participate recreationally or who have the ability and desire to compete at a local, state or regional level. Along with this, BCGA's programs develop skills that are beneficial to an athlete's success in a number of other sports. BCGA is not threatened by other sports and other sports should not be threatened by gymnastics. Kids acquire body awareness, agility, strength, and flexibility. All of these skills are important for other sports. BCGA recognizes that one cannot build a sustainable business model around training only participants with Olympic aspirations. There are five

million kids participating in gymnastics and 250,000 who are registered gymnasts. Of those, only five will make the national team. Along with that there are a limited number of universities who offer scholarships in gymnastics programs.

At BCGA participants are in a group appropriate to their skill and progress at their own rate. There are parents who want kids to train more and that opportunity is offered. BCGA recognizes that at a certain point athletes reach a fork in the road and may leave gymnastics to focus on another sport. BCGA encourages gymnasts to do other sports. In one case BCGA had a Level 10 gymnast who excelled as a football player and there are other examples with other sports. BCGA recognizes that athletes do leave, in some cases it has do with interest and ability but for others it may be the case that their physiological makeup is not conducive to competitive gymnastics in the Advanced ADM stages. BCGA has identified several sports that gymnastics complements. Those include diving, acrobatic skiing and kayak but the skills developed by gymnastics provide a foundation for any sport.

### **Financial Impact**

Revenue generated at the participant level is the most significant source of revenue for BCGA. The younger developmental programs are less expensive but have greater numbers. The older groups cost more per month, but offer more training hours and the coaches are compensated higher. The cost per unit is greater for the younger groups and they also have greater numbers. Thus the profit margin is greater with the younger age groups.

Table 4 demonstrates the value of participants in ADM Stages 1, 2 and even 3. They generate the greatest amount of revenue for the club. While even though the elite program charges more, more sessions are offered and the gross is less.

**Table 4**

<b>Participant</b>	<b>Monthly Fee</b>	<b>Hours</b>	<b>Fee per Hour</b>	<b># of Participants</b>	<b>Monthly Gross</b>	<b>Months</b>	<b>Annual Gross</b>
Elite	\$280.00	26	\$10.77	400	\$4,307.69	12	\$51,692.31
Recreation	\$50.00	3	\$16.67	1500	\$25,000.00	12	\$300,000.00
<b>Total</b>							<b>\$351,692.31</b>

The contribution of gymnastics to ADM principles is evident and leads to a discussion on whether gymnastics should seek relationship with other sports with which to partner or to negotiate a multisport relationship. Or, do other sport clubs look to partner or offer gymnastics to develop the well-rounded athlete. In either scenario it creates the potential for increasing or retaining revenues while benefiting the athlete in his or her development..

## **USA Hockey**

**Ken Martel, Director of the American Development Model & Kevin Erlenbach, Director of Membership Development**

### **Introduction/ Intervention with ADM Based Philosophy**

USA hockey has promoted an ADM model to its clubs since 2007. According to USA Hockey, the ADM has been its greatest tool in developing and retaining youth hockey players. The local associations and clubs that have adopted the ADM model are offering an age-appropriate, better on-ice product for consumers. In turn, USA Hockey has experienced the following:

- 8 & Under aged player retention grew for six consecutive seasons
  - Previous record was three consecutive seasons
  - The only reason retention didn't grow in 2013-14 was due to a smaller pool of players to draw from due to back-to-back seasons of acquisition loss (impact of the NHL lockout)
- Player retention participation totals grew by 20.5% between 2007-2013
- Before the ADM was introduced, only 56% of 8 & Under aged players were still playing by the age of 9
- Prior to the dip in retention in 2013-14 (smaller new player pool results), 60% of 8U players were still playing at age 9.
- While 4% might not initially seem like a significant change, this was a very significant change in a churn rate that hadn't eclipsed 60% in the previous 15 season.

Along with providing a clear curriculum with suggested competition to training ratios, age appropriate activities, the ADM promotes Cross Ice Hockey for the younger developmental ages. In Cross Ice Hockey the rink is divided into three cross ice playing areas. From a developmental perspective it makes sense for:

- The size of the rink is in proportion with the size of the players.
- More players get to play and touch the puck in closed in spaces.

- More ice time for practicing and playing is made available to more teams within a single association.
- Many teams can practice together by sharing the ice surface.

The benefits of participation in the program become evident in and around the ages of 11 and 12 where there is a noticeable increase in ability and where skill work is evident and a difference in skill level is seen and positive game results follow.

From a cost efficiency perspective it makes great sense as well. The cost for ice rental can range from between \$300 to \$500 an hour. By playing Cross Ice, the number of participants on the ice increases. For Clubs with rinks, the ice is available for more rentals and also makes the cost to participants more affordable. For those clubs renting, they decrease the amount of ice rental expense.

### **Financial Impact**

Table 5 compares the old model of two teams of 16 players using a sheet of ice. In the Cross Ice model, there would be six teams with 10 players on each team. The cost per participant is lower, and the players would get more playing time and touches. The ice rental fee remains the same, but the cost per participant decreases. A club can take two approaches, it can increase the number of training sessions or keep the training sessions at the same number and either pass the savings on to the customer or keep the registration fee the same and increase revenues to grow other aspects of the club.

**Table 5**

<b>Cross Ice Hockey</b>	<b>Players</b>	<b>Ice Per hour</b>	<b>Cost Per Participant</b>	<b>Hours</b>	<b># of Players</b>	<b>Ice Rental Fee</b>
Traditional 2 x 16	32	\$400.00	\$12.50	6	192	\$2,400.00
Cross Ice 6 and 10	60	\$400.00	\$6.67	6	360	\$2,400.00

## Summary

USA Hockey promotes the idea of the multisport athlete and encourages its participants to participate in other sports. It has encouraged clubs to also offer opportunities within the associations and rinks that are both revenue generators and that promote athlete development. These include figure skating for both men and women. A logical offering is figure skating, where the athlete enhanced his or her skating skills.

The Hockey Club Environment is diverse. There are still the community-based youth hockey associations that rely on volunteer boards and coaches. There are more rink-run clubs that are in a more for-profit model. There are also hybrids where there are volunteer boards and coaches but paid director of coaching and operations staff. USA Hockey has taken great strides to promote the ADM model to its clubs and there has been buy in by all the different types of clubs that currently exist.

**USA Swimming**  
**Tom Avischious, Club Development Division**

**Introduction**

Swimming is a sport that has a long history of club involvement in the development of elite and Olympic level athletes and promotion of the sport. Swimming has benefited from what can be termed an informal ADM culture in the United States where families belong to neighborhood pools in the summer and children are taught to swim and swim for fun at young ages. From there, kids often join that pool's summer swim program for fun and competition. If a swimmer enjoys or develops a competence where they may want to pursue the sport more seriously, there is usually an infrastructure in place, in the form of a swim club, to access the ADM stages.

**Intervention with ADM Based Philosophy**

USA swimming as an NGB has been very successful in communicating its beliefs in how to develop swimmers through their coach education and Club Recognition and Excellence programs. Coaches are educated on athlete development and Clubs are required to address athlete development plan/training plans when applying for their club recognition status.

USA Swimming introduced The Progressions for Athlete Development several years ago to provide guidance to clubs and coaches on best practices in developing an athlete/swimmer. USA Swimming relied upon technical committees, staff personnel and coaches to develop the materials. Ultimately, the Progressions for Athlete Development consisted of eight levels of development, encompassing six critical areas related to athlete development. The six areas were/are: Training, Competitive performance, Biomechanics, Physiology, Psychology, Character development and Life Skills.

In 2014 USA Swimming will be introducing new materials that will de-emphasize the competitive performance area to make the focus more on the skills in the four major component areas of: Biomechanical Progressions, Physiological, Progressions, Character Development & Life Skill and Psychological Skills.

USA Swimming's Club Recognition Program offers member clubs the resources for developing financially sound and athletically productive organizations. The Club Excellence Program is a voluntary program that identifies and recognizes USA Swimming clubs for their commitment to performance excellence. This program promotes the development of strong, well-rounded age group and senior swimming programs that produce elite 18 & under athletes; and provides recognition and resources to motivate and assist member clubs to strive for the highest ideals of athlete performance.

USA Swimming has been fortunate in that it has been successful in getting endorsement and implementation of the concepts from top clubs. Other clubs hoping to either emulate the success of those elite clubs or clubs who hope to develop swimmers who can eventually train and compete with those clubs' swimmers have adopted them as well.

While swimming may be considered a specialist sport, USA swimming encourages kids to participate in other sports. As stated by the owner of a top club he has no problem with a swimmer in ADM Stages 1 and 2 coming once or twice a week. They are still paying and they may eventually make a commitment to the sport in a later ADM stage. By saying all or nothing at an early stage, a late bloomer or a superior athlete who has an interest in another sport but who may eventually make a serious commitment to swimming could be lost.

At the lower ADM Stages, kids only train two to three times a week thus enabling them to participate in other sports. USA Swimming sees gymnastics as a logical partner, due to the lack of physical education being offered in the schools. Kids are coming to swimming without an understanding of their bodies and thus, coaches spend more time on dryland exercises to overcome those deficiencies. As the athlete advances into higher stages of ADM, they are encouraged to specialize and must if they want to achieve elite status.

### **Summary**

USA Swimming services for clubs and coach education programs are excellent mediums to communicate ADM principles to its member clubs and registered and licensed coaches. These are the entities and individuals most responsible for implementing the principles. They will be introducing new information and will use those mediums as well as internet based mediums to achieve its aims.

