



US Soccer Federation 2000

Strategic Business Plan
Phase II – October 2000



Today's Presentation

- Review of Phase I
 - What has been done
 - FY'00 Year-end
- Phase II Business Plan
 - Operating Mission Statement and Priorities
 - Operating Benchmarks/Goals by department
 - Revised FY'01 Budget
 - Re-organization with brief overview of responsibilities
 - Look to the future – Five-year framework



Phase I Review

- Let's review the framework of Phase I of the Business Plan, which was presented at the AGM in August
 - Introduced a revised budget format
 - Provides line-item budget review
 - Developed Budget Summary
 - Developed Cash Flow projection for operations
 - Committed to a hiring and salary freeze
 - Outlined NGB requirements
 - Highlighted “Restricted Funding” to meet contractual commitments
 - Development of strategic partnerships



Phase I

- A critical component of Phase I was the strict monitoring of the FY'00 Budget
- Objectives
 - Ensure operating efficiencies
 - Complete fiscal year under budget



Year-End Results of FY'00

- Original budgeted deficit (\$2,749,999)
- Amended budgeted deficit (\$3,509,385)
- FY'00 Year-end Deficit (\$2,993,306)

- Favorable Variance \$516,079
 - The result of extensive budget reviews, cost cutting measures and National Team Rev./Exp. adjustments



FY'00 Revenue Summary

US Soccer Federation FY'00 Budget Summary

	Budget Ammd Proj. Actual	2000 Year-End	Variance	Comments/Key Drivers
Revenue				
Registration	2,546,175	2,582,285	36,110	
Sponsorship	9,473,392	9,434,366	(39,026)	
NT, NT Games and Int. Games	11,352,847	9,671,549	(1,681,298)	US Cup lower than expected attendance, MNT WCQ schedule change
Referee and Coaching	3,240,084	2,903,067	(337,017)	Lower number of schools executed
Services	162,000	216,949	54,949	
Interest/Investment Income	535,000	889,785	354,785	
Other Revenue	1,395,201	1,704,773	309,572	
Total Revenue	28,704,699	27,402,774	(1,301,925)	



FY'00 Expense Summary

US Soccer Federation FY'00 Budget Summary

	Budget Ammd Proj. Actual	2000 Year-End	Variance	Comments/Key Drivers
Expenses				
Committees and AGM	978,624	1,037,685	(59,061)	
General & Administrative	4,781,654	5,064,280	(282,626)	
NT, NT Games and Int. Games	16,475,474	15,424,260	1,051,214	US Cup lower attendance, Mexico appearance fee, MNT WCQ Schedule change
Player Development	4,916,408	4,570,502	345,906	Programs not executed
Referee and Coaching	3,534,643	3,027,719	506,924	Lower number of schools executed
Services	491,004	414,704	76,300	General Cost savings
Marketing, Sponsorship and Broadcasting	987,027	679,859	307,168	Cost cutting
Total Expenses	32,164,834	30,219,009	1,945,825	



FY'00 Year-end

1 **US Soccer Federation**
2 **FY'00 Budget**
3 **Summary**

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Marketing, Sponsorship and Broadcasting	987,027	679,859	307,168	Cost cutting
Total Expenses	32,164,834	30,219,009	1,945,825	
Surplus/(Deficit)	(3,460,135)	(2,816,235)	643,900	
Non-Operating Items				
Non-Operating Cash Expenses				
Capital Expenditures	49,250	43,825	5,425	
Total Cash Surplus/(Deficit)	(3,509,385)	(2,860,060)	649,325	
Non-cash Items				
Revenue				
Nike Equipment Allotment	1,750,000	1,067,441	(682,559)	
Expense				
Depreciation	-	133,246	(133,246)	
Nike Equipment Allotment	1,750,000	1,067,441	682,559	
Total Non-Cash Items	-	(133,246)	(133,246)	
Total Budget	(3,509,385)	(2,993,306)	516,079	



FY'00 Source & Use of Funds

1 US Soccer Federation
2 FY'00 Budget
3 Source and Use of Funds

		FY'00 Year-end		
		Revenue	Expense	Profit/(Loss)
6	Level I - Federation Requirements			
7	Registration	2,582,285	-	2,582,285
8	International Game Approval/Clearance	830,479	-	830,479
9	Public Relations	7,023	-	7,023
10	Miscellaneous	195,803	-	195,803
11	Interest/Investment Income	889,785	-	889,785
12	Sales/Mdse & Publications	13,359	-	13,359
13	Membership Services	117,601	414,704	(297,103)
14	Annual General Meeting	99,348	291,713	(192,365)
15	General and Administrative	-	5,064,280	(5,064,280)
16	NBOD	-	217,353	(217,353)
17	Committees, Elected Officials and Special Mtgs.	-	528,619	(528,619)
18	Coaching Programs	1,177,525	1,481,096	(303,571)
19	Referee Program	1,725,542	1,546,623	178,919
20	Total	7,638,750	9,544,388	(1,905,638)
22	Level II - Operating Priorities/Core Competencies			
23	National Teams and Events			
24	MNT Event Revenue	2,321,888	2,912,584	(590,696)
25	WNT Games	3,811,711	5,233,558	(1,421,847)
26	US Cup	2,462,437	2,278,034	184,403
27	Open Cup	132,090	521,019	(388,929)
28	National Teams Administration	-	3,991,481	(3,991,481)
29	Event Management	-	442,397	(442,397)
30	Grants & Contributions - USOC, FIFA	1,488,588	-	1,488,588
31	Olympic Qualifying Tournament	112,944	45,187	67,757
32		10,329,658	15,424,260	(5,094,602)
34	Marketing/Marketing Support			
35	Marketing, Sponsorship and Broadcast	6,176,033	679,859	5,496,174
36	Total	16,505,691	16,104,119	401,572
38	Level III - Restricted Areas of Operations - Player Development			
39	Designated Sponsorship Revenue	3,258,333	-	3,258,333
40	Player Development Expense	-	4,570,502	(4,570,502)
41	Total	3,258,333	4,570,502	(1,312,169)
43	Total Source and Use of Funds	27,402,774	30,219,009	(2,816,235)
46	NIKE Equipment Allotment - Non-cash Item			
47	NT 99 NIKE Equipment Allotment	1,067,441	1,067,441	-
49	Total Source and Use of Funds	28,470,215	31,286,450	(2,816,235)



Phase I Summary

- We also committed to additional work in order to address our five-year plan
 - Initial re-organization
 - Operating Mission Statement
 - Creation of operating benchmarks by dept.
 - Development of new job descriptions and salary ranges to meet the framework of organizational structure
 - New compensation policy
 - Adding value



Phase II Introduction

- Today, we will present the next phase of our Business Plan
 - Operating Mission Statement and Operating Priorities
 - Operating Benchmarks/Goals by department
 - Revised FY'01 Budget
 - Broken out by Requirements, Core Competencies and Restricted Funding
 - Re-organization with brief overview of responsibilities
 - Look to the future – Five-year framework



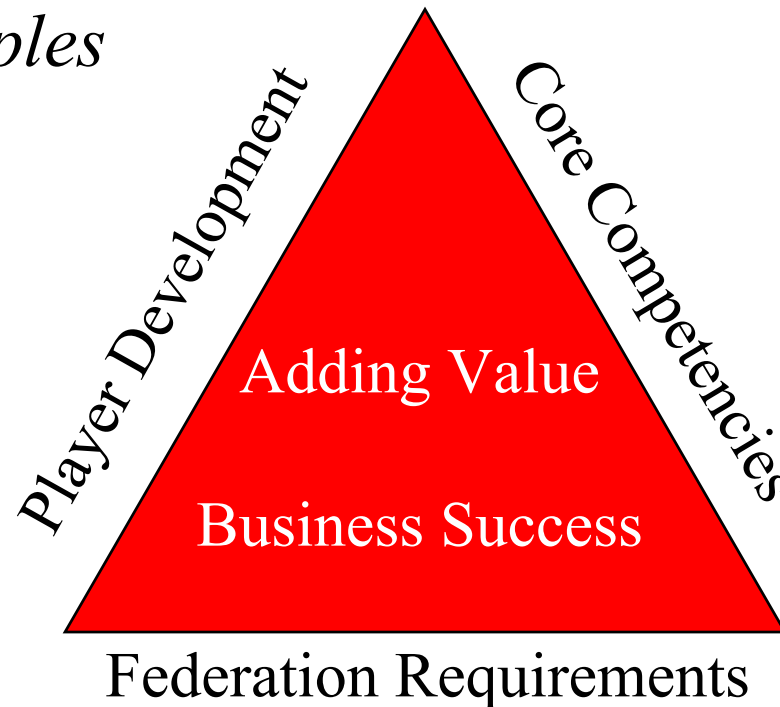
Phase II Introduction

- While we still have some work to complete, we will begin to outline the base case for our overall five-year Business Plan



Operating Mission

- Create the proper working environment to lead and guide the development of soccer in the United States
 - Focus on three *Areas of Operation* with two *Guiding Principles*



Areas of Operation

- As presented in Phase I, there are three core areas of operation
 - Requirements
 - What we must provide/operate as an NGB
 - Core Competencies
 - Major Drivers of our business
 - Restricted Funding - Player Development
 - Critical areas with protected levels of funding



Guiding Principles

- Critical factors for developing the sport in the United States are *Adding Value* for our members and creating a model for *Business Success*
- We apply these two guiding principles to our three *Areas of Operation* and create a framework for our operating plan



Operating Values

- Provide service and value to our partners
- Technical and educational leader
- Event leader
- Fiscally responsible
- Technologically progressive and innovative
- Credibility, accountability and responsibility



Operating Benchmarks – FY'01

- Establish benchmarks for each department for FY'01
- Ensure accountability by department



Federation Services

- Higher level of Services
 - Administration
 - Management of AGM and BOD meetings
 - Registration of players
 - Development of Resource Center by May 2001
 - International clearances
 - International travel



Federation Services

- Referees
 - Higher operational focus on Referee Programs
 - Responsible for \$1.85 million in revenue
 - Pursue “Support Services” sponsor for current/new collateral materials
 - Updating of materials
 - Introduce new mentoring programs
 - Curriculum development in Spanish
 - On-line process



Events/Event Marketing

- Responsible for revenue generation
 - Events - nearly \$10.5mm
 - 10 MNT Events, 5 WNT Events for FY'01
 - Sponsorship - over \$200,000 in local sponsors
- Management of IMG relationship
 - Over \$6 million to the partnership annually
 - Develop promotional programs with sponsors
- Other Event Sales and Management
 - Open Cup
 - U-17 Qualifying Tournament & RFP process



National Teams/NT Admin.

- Five-year Player Development framework created
 - Implementation and tracking of program
- Execute NT program for Men and Women
 - # of days of training
 - # of trips
- Develop and implement Scouting System
 - Network that is defined and integrates all elements of the US Soccer system



National Teams/Technical Admin.

- Coaching Schools
 - Generate \$1.18 million in revenue
 - Curriculum development for courses
 - Youth Modules through A-Level
 - Conduct schools
 - A, B, C License
 - Youth License
- Improved administrative support for our National Team program
 - Better understanding of budget development and execution of such

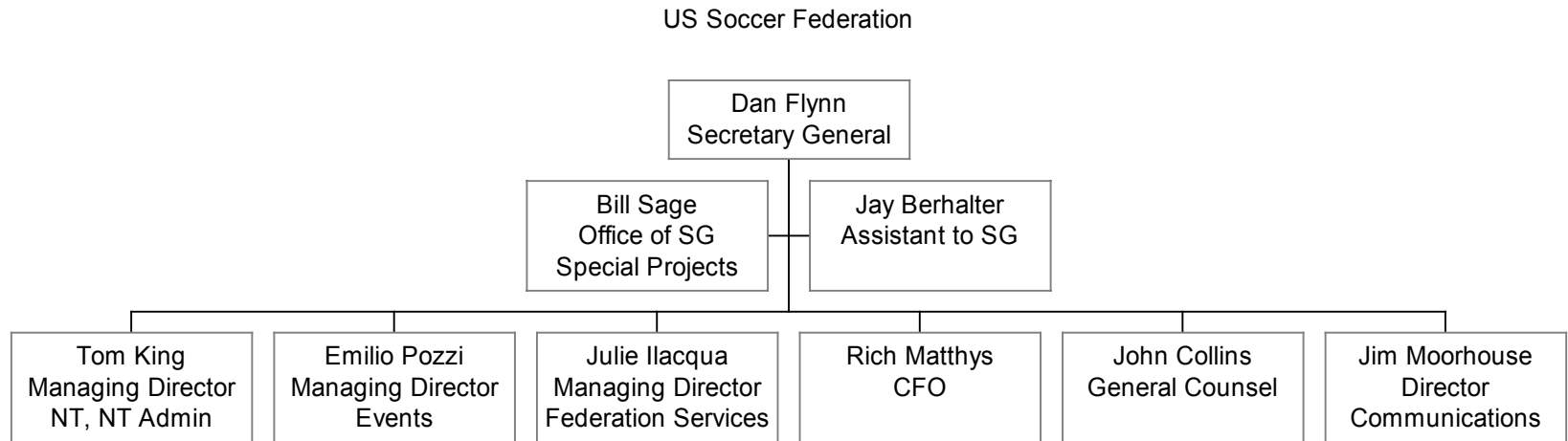


Organizational Structure

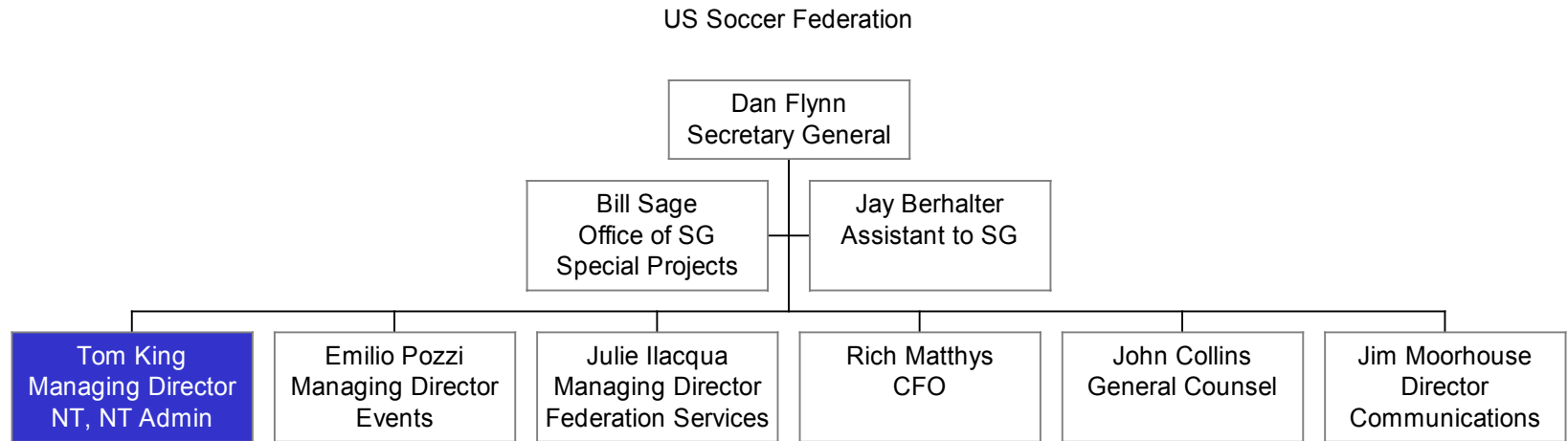
- Goals
 - Flatten out the organization
 - Increase the number of direct reports to the SG
 - Create a more broad-based operating structure
 - Organize and provide a more direct focus on Federation “Services”
 - Provide a “Technical” environment
 - Coaching Curriculum, Referee Curriculum, National Teams, Player Development and NT Administration
 - Breakout events to focus on revenue generation
 - Create an Office of the Secretary General to meet the broad demands of the Office



Organization



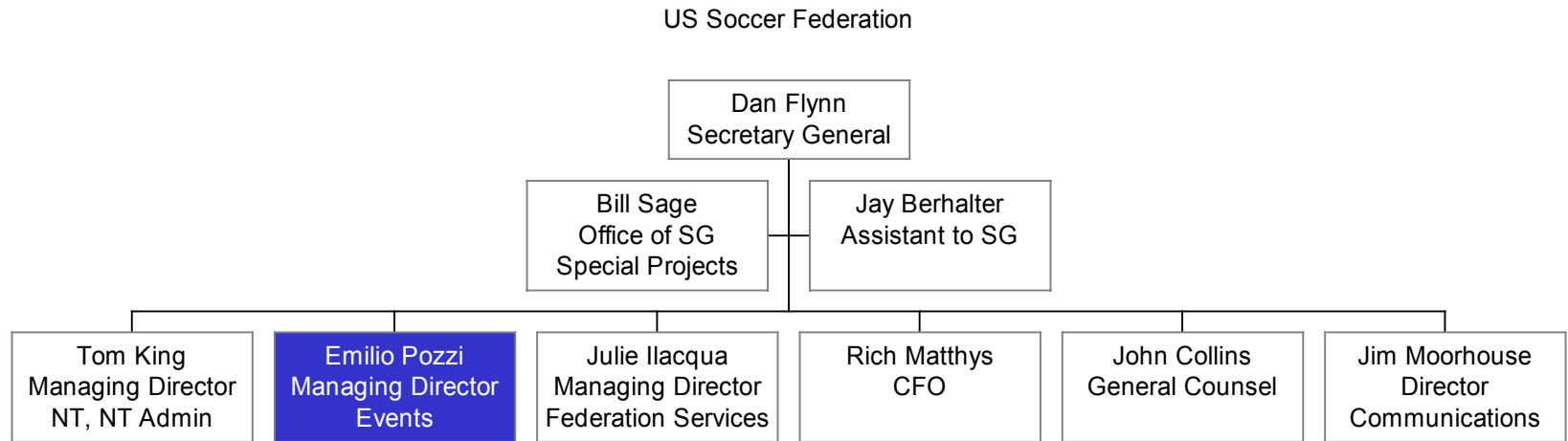
Organization



Primary Areas of Responsibility

- Player Development
- NT Administration
- NT Budgets
- Coaching Schools
- Curriculum Development
- International Game Clearance

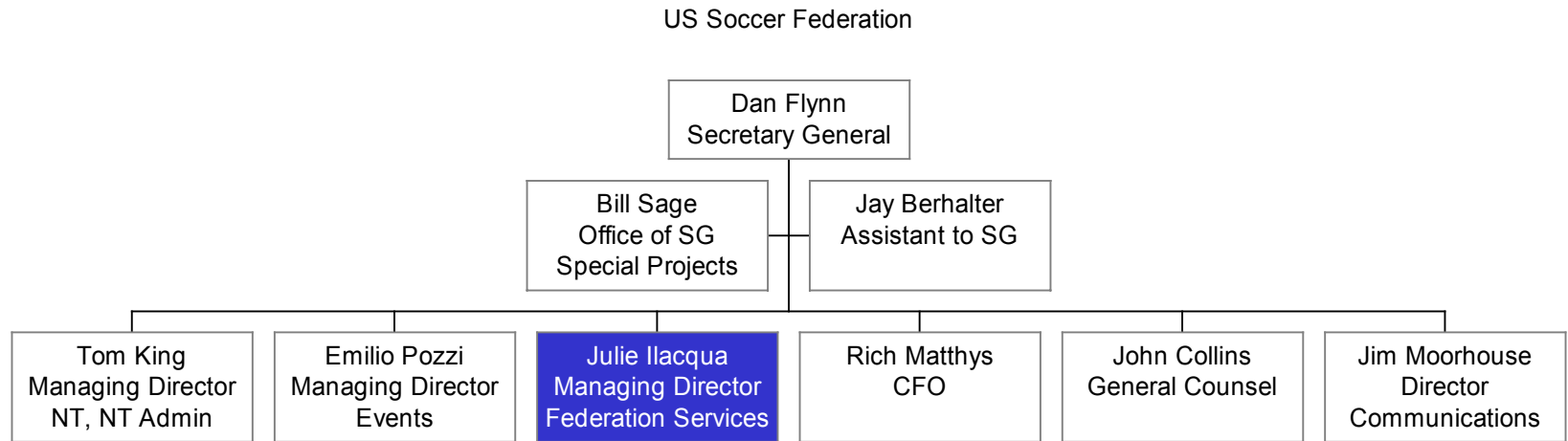
Organization



Primary Areas of Responsibility

- All Events & Event Related
 - Revenue and Expenses
- Event Marketing
- Open Cup

Organization

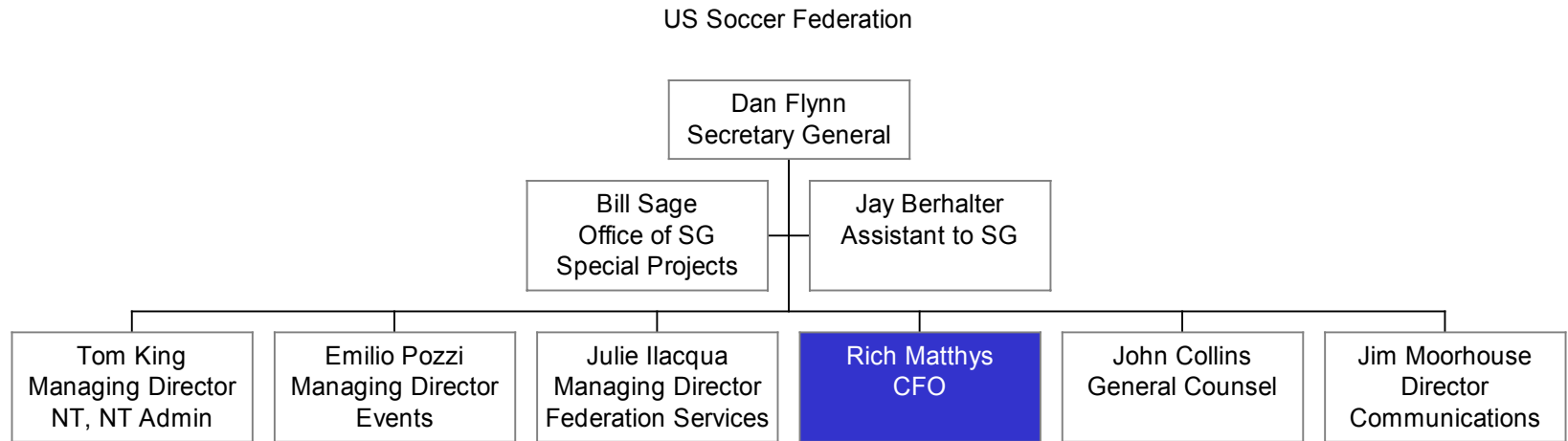


Primary Areas of Responsibility

- Federation Services
- Player Registration
- International Player Clearance
- Referee Department
- AGM
- BOD Meetings



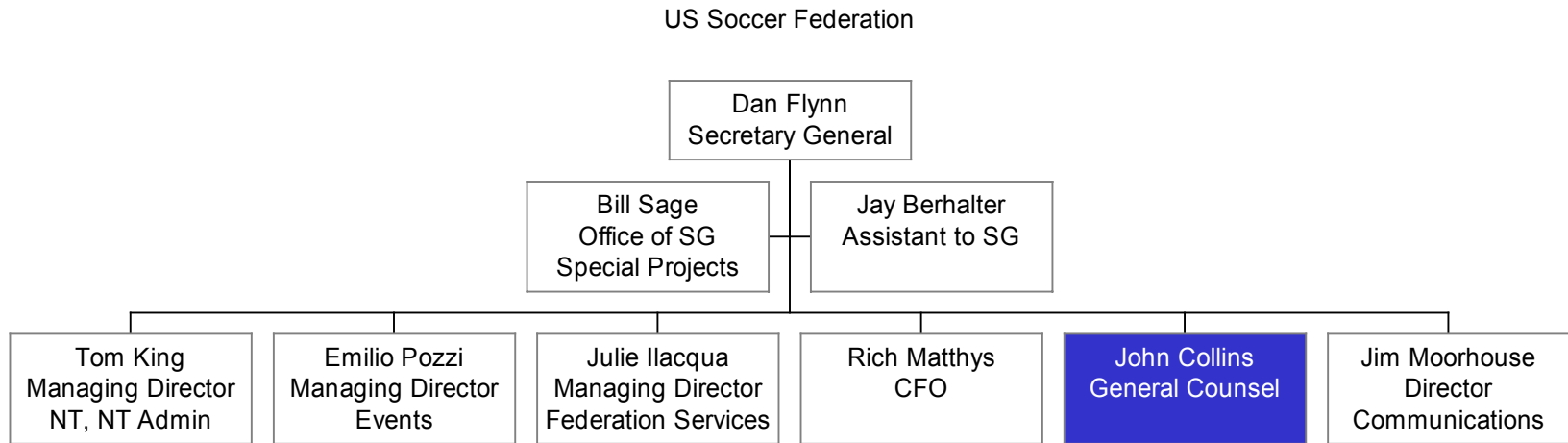
Organization



Primary Areas of Responsibility

- Budget Tracking
- Financial Management
- Accounts Receivable
- Accounts Payable
- Pension Admin.
- Soccer House Admin.

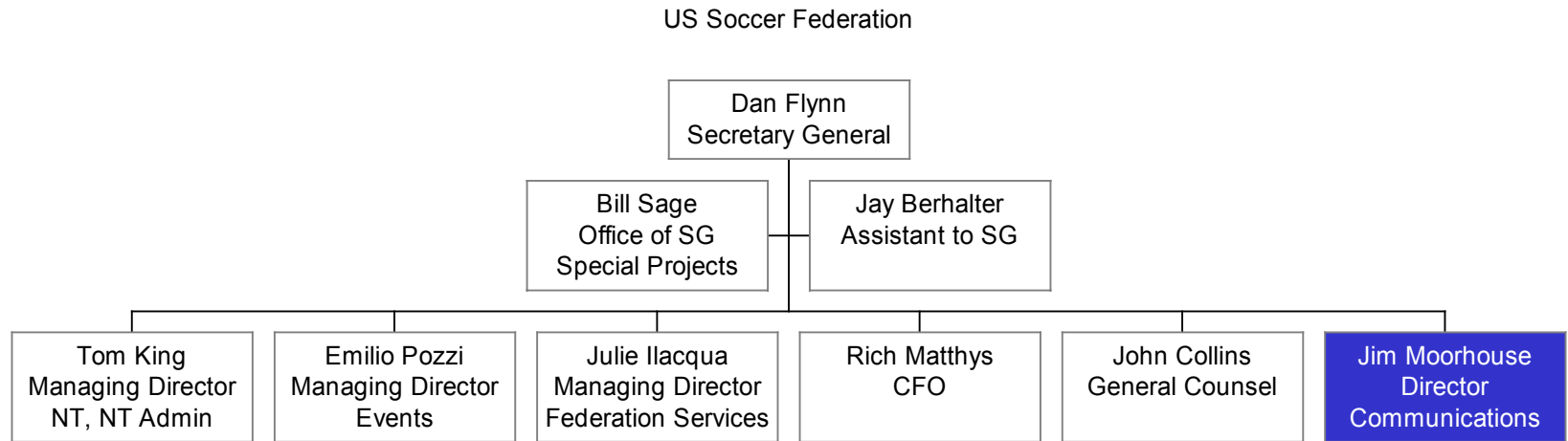
Organization



Primary Areas of Responsibility

- Duties of General Counsel
- Oversight of Legal Dept.
- Appeals
- Grievances
- Collective Bargaining Agreements

Organization



Primary Areas of Responsibility

- Communications Center
- Public and Media Relations
- Publications
- Press Operations
- Historical/Reference Information
- Web Content Development



Organization

Primary Areas of Responsibility

- Compliance
- International Game Review
- Special Projects

US Soccer Federation

Dan Flynn
Secretary General

Bill Sage
Office of SG
Special Projects

Jay Berhalter
Assistant to SG

Tom King
Managing Director
NT, NT Admin

Emilio Pozzi
Managing Director
Events

Julie Ilacqua
Managing Director
Federation Services

Rich Matthys
CFO

John Collins
General Counsel

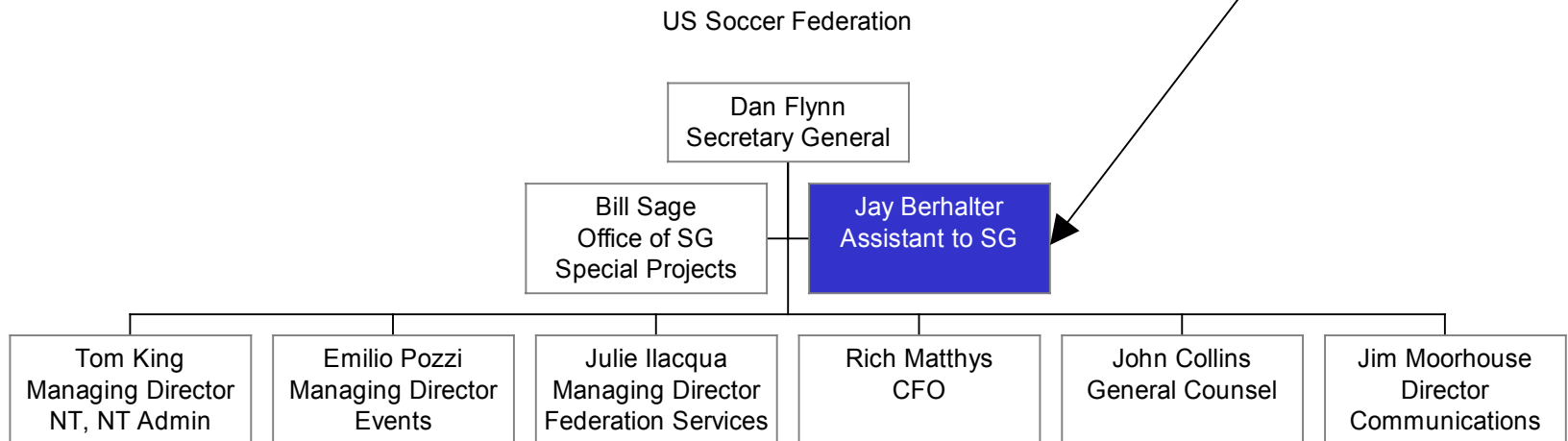
Jim Moorhouse
Director
Communications



Organization

Primary Areas of Responsibility

- Strategic Planning
- Business Development
- Internet Strategy



FY'01 Budget Impact

- After setting our Operating Mission and Priorities and establishing our organizational structure, we focused on the budgetary impact
- Initial Goal of reducing the Approved Deficit of (\$2,020,000) by \$1 million
- Reductions affect both revenue and expense side items



FY'01 Budget Overview

1 US Soccer Federation

2 FY'01 Budget

09/29/00

3 Summary

	FY'01 Approved	FY'01 Reduced	FY'01 v. FY'01 Red.	%/Rev
Revenue				
Registration	2,608,800	2,734,817	126,017	8.8%
Sponsorship	9,408,333	9,416,664	8,331	31.7%
NT, NT Games and Int. Games	12,045,800	10,438,098	(1,607,702)	40.5%
Referee and Coaching	3,469,280	3,034,638	(434,643)	11.7%
Services	165,000	164,953	(48)	0.6%
Interest/Investment Income	600,000	600,625	625	2.0%
Other Revenue	1,418,495	1,432,464	13,969	4.8%
Total Revenue	29,715,708	27,822,257	(1,893,451)	100.0%
Expenses				%/Exp
Committees and AGM	944,406	854,616	89,790	3.0%
General & Administrative	4,664,705	4,702,370	(37,665)	14.7%
NT, NT Games and Int. Games	16,742,414	14,609,086	2,133,328	52.8%
Player Development	3,881,283	3,660,137	221,146	12.2%
Referee and Coaching	4,093,198	3,468,565	624,633	12.9%
Services	545,084	460,370	84,714	1.7%
Marketing, Sponsorship and Broadcasting	832,618	740,481	92,137	2.6%
Total Expenses	31,703,708	28,495,626	3,208,082	100.0%
Surplus/(Deficit)	(1,988,000)	(673,369)	1,314,631	
Non-Operating Items				
Non-Operating Cash Expenses				
Capital Expenditures	40,000	40,000	-	
Total Cash Surplus/(Deficit)	(2,028,000)	(713,369)	1,314,631	



FY'01 Revenue

- Four major drivers of revenue
 - Sponsorship, Registration, Coaching and Referee Programs and Events
- Sponsorship remains the same
- Registration
 - Amateur division projected to be reduced by \$50,000
 - Professional division increases due to the start of WUSA and its dues (\$183,000)



FY'01 Revenue

- Coaching and Referee Programs
 - Number of coaching schools reduced from 26 projected to 11 to reflect a more accurate look at the number of schools that can be executed
- Events
 - Priority is to protect the WUSA and its season
 - Reduction in # of WNT home games from 14 to 5
 - Change in modeling to include gross ticket pricing as well as inclusion of expenses of taxes and surcharges



Revenue Summary

**US Soccer Federation
FY'01 Budget
Revenue Summary**

09/29/00

	FY'01	FY'01 Reduced	FY'01 v. FY'01 Red.
Revenue			
Registration	2,608,800	2,734,817	126,017
Sponsorship	9,408,333	9,416,664	8,331
NT, NT Games and Int. Games	12,045,800	10,438,098	(1,607,702)
Referee and Coaching	3,469,280	3,034,638	(434,643)
Services	165,000	164,953	(48)
Interest/Investment Income	600,000	600,625	625
Other Revenue	1,418,495	1,432,464	13,969
Total Revenue	29,715,708	27,822,257	(1,893,451)
Non-Cash Revenue			
Nike Equipment Allotment	1,916,667	1,916,667	-



FY'01 Expenses

- Performed a line-item review of the budget
- Seven major expense areas
 - Committees, BOD and AGM
 - G&A
 - Federation Services
 - Marketing
 - Referee and Coaching Programs
 - National Teams and Events
 - Player Development



FY'01 Expense Review

- General reduction in Travel and Entertainment, On-line access, Gifts, Subscriptions
- Changes by Department
 - Committees, BOD and AGM (\$ 89,790)
 - G&A \$ 37,665
 - Federation Services (\$ 84,717)
 - Marketing (\$ 92,137)
 - Coaching Programs (\$628,502)



FY'01 Expense Reduction

- Events reduced by (\$2,133,328)
 - WNT winning Silver is a reduction of \$944,960
 - Reduction in number of games for WNT to protect WUSA launch
- Player Development
 - Reduced by \$221,146
 - Reductions are a result in the trimming of administrative expenses
 - NO programming days or trips are affected by reductions



Expense Summary

US Soccer Federation FY'01 Budget Summary

09/29/00

	FY'01	FY'01 Reduced	FY'01 v. FY'01 Red.
Expense Summary			
AGM, BOD, Comm. and Elected Officials	944,406	854,616	89,790
General & Administrative	4,664,705	4,702,370	(37,665)
NT, NT Games and Int. Games	16,742,414	14,609,086	2,133,328
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Referee and Coaching	4,093,198	3,468,565	624,633
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Sponsorship, Marketing and Broadcasting	832,618	740,481	92,137
Total Expenses	31,703,708	28,495,626	3,208,082
Non-Cash Expense			
Depreciation	-	-	-
Nike Equipment Allotment	1,916,667	1,916,667	-



Source and Use of Funds

1 **US Soccer Federation**
 2 **FY'01 Budget**
 3 Source and Use of Funds

		FY'01 Original Projection			FY'01 Reduced Projection		
		Revenue	Expense	Profit/(Loss)	Revenue	Expense	Profit/(Loss)
6	Level I - Federation Requirements						
7	Registration	2,608,800	-	2,608,800	2,734,817	-	2,734,817
8	International Game Approval/Clearance	1,160,000	-	1,160,000	1,174,298	-	1,174,298
9	Public Relations	4,000	-	4,000	4,000	-	4,000
10	Miscellaneous	41,000	-	41,000	41,000	-	41,000
11	Interest/Investment Income	600,000	-	600,000	600,625	-	600,625
12	Sales/Mdse & Publications	5,000	-	5,000	5,000	-	5,000
13	Membership Services	102,000	545,084	(443,084)	102,000	460,370	(358,370)
14	Annual General Meeting	63,000	248,690	(185,690)	62,953	246,140	(183,188)
15	General and Administrative	-	4,664,705	(4,664,705)	-	4,702,370	(4,702,370)
16	NBOD	-	186,922	(186,922)	-	170,848	(170,848)
17	Committees, Elected Officials and Special Mtgs.	-	508,794	(508,794)	-	437,628	(437,628)
18	Coaching Programs	1,648,300	2,448,528	(800,228)	1,182,875	1,820,026	(637,151)
19	Referee Program	1,820,980	1,644,670	176,310	1,851,763	1,648,539	203,224
20	Total	8,053,080	10,247,393	(2,194,313)	7,759,329	9,485,922	(1,726,592)
21							
22	Level II - Operating Priorities/Core Competencies						
23	National Teams and Events						
24	MNT Events	3,907,000	3,972,316	(65,316)	4,317,500	4,956,868	(639,368)
25	WNT Events	3,970,000	3,531,265	438,735	1,698,500	3,212,688	(1,514,188)
26	US Cup	2,470,000	1,970,000	500,000	2,649,000	2,407,247	241,753
27	Open Cup	403,800	698,056	(294,256)	403,800	728,038	(324,238)
28	National Teams Administration	-	5,858,305	(5,858,305)	-	2,625,311	(2,625,311)
29	Event Management	-	564,972	(564,972)	-	523,232	(523,232)
30	Grants & Contributions - USOC, FIFA	1,368,495	-	1,368,495	1,382,464	-	1,382,464
31	Olympic Qualifying Tournament	135,000	147,500	(12,500)	195,000	155,702	39,298
32		12,254,295	16,742,414	(4,488,119)	10,646,264	14,609,086	(3,962,822)
33							
34	Marketing/Marketing Support						
35	Marketing, Sponsorship and Broadcast	6,108,333	832,618	5,275,715	6,108,332	740,481	5,367,851
36	Total	18,362,628	17,575,032	787,596	16,754,596	15,349,567	1,405,029
37							
38	Level III - Restricted Areas of Operations - Player Development						
39	Designated Sponsorship Revenue	3,300,000	-	3,300,000	3,308,332	-	3,308,332
40	Player Development Expense	-	3,881,283	(3,881,283)	-	3,660,137	(3,660,137)
41	Total	3,300,000	3,881,283	(581,283)	3,308,332	3,660,137	(351,805)
42							
43	Total Source and Use of Funds	29,715,708	31,703,708	(1,988,000)	27,822,257	28,495,626	(673,369)
44		TRUE	TRUE		TRUE	TRUE	
45							
46	NIKE Equipment Allotment - Non-cash Item						
47	NT 99 NIKE Equipment Allotment	1,916,667	1,916,667	-	1,916,667	1,916,667	-
48							
49	Total Source and Use of Funds	31,632,375	33,620,375	(1,988,000)	29,738,924	30,412,293	(673,369)



Re-cap

- Set our Operating Mission and Values
- Established Operating Benchmarks by area
- Initial framework for re-organization is in place
- Revised FY'01 Budget
- Given the initial phase of our re-organization, we will now focus on a more in-depth review, which will include:
 - Appropriate job descriptions
 - Compensation plan for the organization



Next Steps

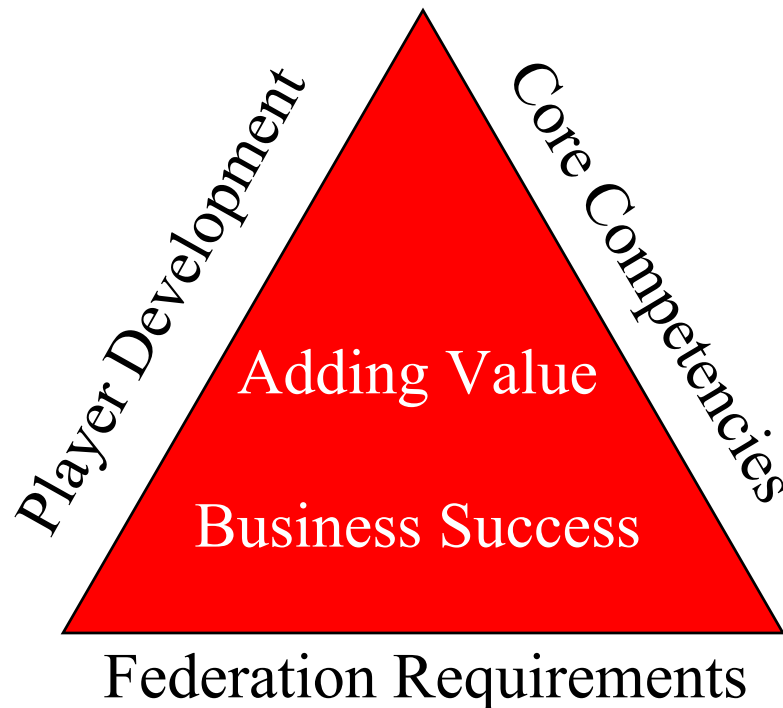
- As we push to finalize our one-year plan, we begin to focus on creating a framework for a five-year plan
- To begin, we asked ourselves

*Where do we want to be
over the next five years?*



Where do we want to be in 5 years?

- First, we need to make sure we are focused on our three Operating Areas while keeping a sharp eye on our two Guiding Principles



Where do we want to be in 5 years?

- Second, highlight the benchmarks for our five year vision and how they breakout along our Operating Areas
- Third, address how we quantify the value created and outline how funds will be used



Where do we want to be in 5 years?

- Requirements
 - Provide a higher level of Service for our NGB Requirements and Members
- Core Competencies
 - Continue to develop NT games and increase the property value of our National Teams through events, sponsorship and broadcast components
- Restricted Funding – Player Development
 - Develop better players through the House of Player Development, which is inclusive of all elements of soccer
- National Training Center Operational



Where do we want to be in 5 years?

- Benchmarks – Requirements
 - Meet all “Requirements”
 - Launch Federation Resource Center
 - Referee – On-line registration
 - Internet Development
 - Communications Center expansion
 - Develop an Annual Report
 - Coaching Schools – development of a course higher than the “A” Course
 - Add National Staff Coaches to meet constituent needs



Where do we want to be in 5 years?

- Benchmarks – Core Competencies
 - More promotions/point-of-sale for NT programs
 - Jersey sponsorship – long-term commitment
 - Expansion of Project-40
 - Host FIFA World Championships
 - International games growth
 - Open Cup development/expansion



Where do we want to be in 5 years?

- Benchmarks – Restricted Funds/Player Dev.
 - Implement an inclusive Player Development Program
 - Improve Scouting and Player Identification network
 - Quantify and meet targets for World Championship participation in all youth age groups
 - U-23, U-20, U-17 Men
 - U-18 Women
 - National Training Center facility operational



Where do we want to be in 5 years?

US Soccer Federation Phase II Business Plan

Requirements	Core Competencies	Restricted Funds/Player Development
- Meet all "Requirements" - Launch Federation Resource Center - Referee – On-line registration - Internet Development - Communications Center Expansion - Develop an Annual Report - Coaching Schools – development of new Courses - Add National Staff Coaches	- More Promotions/Point-of-Sale for NT Programs - Jersey Sponsorship – long-term commitment - Expansion of Project-40 - Host FIFA World Championships - International Games growth - Open Cup development/expansion	- Implement Inclusive Player Development Program - National Training Center facility operational - Improve Scouting and Player Identification Network - Quantify and Meet targets for World Championship participation in all Youth age groups



Where do we want to be in 5 years?

- After outlining the priorities and establishing benchmarks for a five-year horizon, we must...
 - Quantify program value for each Area of Operation
 - Federation Requirements
 - Core Competencies
 - Restricted Funds – Player Development
 - Quantify the level of funding needed to meet the Benchmarks
 - Minimum Level
 - Base Level
 - Supplemental Level



Funding Levels

- Minimum Level is what we currently fund with our budget
- Base Level is what we SHOULD be doing
- Supplemental Level is additional programming that we would like to fund and execute



Next Steps

- In creating the five-year framework, we look to our Areas of Operation...
 - Federation Requirements/Services
 - Core Competencies/National Teams and Events
 - Restricted Funding/Player Development
- ...and apply our levels of funding
 - Minimum
 - Base
 - Supplemental
- ...and then develop an Operating Fund for the National Training Center



Federation Requirements/Services



Federation Requirements

- Minimum Level of Requirements
 - At the AGM in August, we presented the various services that the Federation is required to operate and fulfill to/for the sport as an NGB of both the USOC and FIFA:
 - Governance of the Sport
 - Governance of the Game
 - Technical Development/Execution
 - Teams and Athletes



Requirements - Minimum

- Governance of the Sport
 - Maintain NBOD and National Council Meetings
 - Have athlete representation and pay for these associated costs
 - Hearings and Appeals for members
 - Membership Criteria, Approval and Oversight
 - Dispute Resolution – Grievances
 - Rules enforcement
 - Maintain and protect Open Programs for members to join and provide support for Amateur Athletes



Requirements - Minimum

- Governance of the Game
 - Enforcement of FIFA and TFC policies and procedures
 - Enforcement of USOC policies and procedures
 - Enforcement of FIFA Laws of the Game
 - International Games sanctions and oversight within the United States
 - International travel permission for US teams outside of the US
 - National championships for the Sport



Requirements - Minimum

- Technical Development/Execution
 - Establish and maintain curriculum for Coaching Programs
 - Provide technical information on training, equipment, coaching, sports medicine and player development
 - Establish and maintain a player development structure to develop elite athletes for international competitions



Requirements - Minimum

- Technical Development/Execution
 - Establish and maintain curriculum for National Referee Program
 - Provide technical instruction for Referee Development
 - Maintain assignment of Professional and International Game referees
 - Assignment and assessment of referees at all levels



Requirements - Minimum

- Teams and Athletes
 - Field Men's and Women's teams for international competitions
 - USOC - Olympics, Pan-Am Games and Paralympics
 - FIFA - All FIFA National Team Competitions
 - Player selection for National Teams, with binding arbitration for selection of teams
 - Registration of professional players (status determinations of pro contracts)
 - International transfer of professional players
 - Player discipline in International matches



Requirements – Base Level

- After reviewing our minimum level of Requirements, we outline additional requirements beyond the minimum level.... the Base Level
- These additional requirements are the result of comments and needs as highlighted by our constituents



Requirements – Base Level

- Base Level Requirements
 - Referee On-line Registration
 - Open Cup development/expansion
 - Additional National Staff Coaches
 - Coaching Schools – New course development
 - Internet Development/Communications Center
 - Development of an Annual Report



Referee On-line Registration

- Currently being tested for implementation
- Program can be expanded/upgraded
 - Ability to handle larger user base
 - Additional features
 - Payment processing
 - Integration with current Referee Database
 - Data management



Open Cup Development/Expansion

- Build on current Open Cup with Amateur and Professional Division
- Expansion of property to U-14 age group to be inclusive for all of the soccer community



National Staff Coaches

- Federation is consistently asked to send Staff Coaches to State meetings, trainings or clinics
- Current staffing does not allow us to reach all requests
- Base Level would add coaches to meet the stated needs from our constituents
 - 4 Men
 - 4 Women



Coaching Schools

- Expansion to meet gender focus and the addition of schools
- Development of a new course, above the “A” License



Internet Development/Comm. Center

- Common concern/comment from Constituents is the need for greater communication
 - Expressed by many in the January 2000 Meeting in New Orleans
- Offer enhanced method of communications via two methods
 - E-mail – Communications Center
 - Website



Annual Report

- Development of an Annual Report
- Annual Report shall include all US Soccer members



Requirements – Supplemental

- What additional services can the Federation provide?
 - Legal Pool
 - Resource Center



Legal Pool Reserve

- Given the increased demand placed on the Federation for appeals and grievances, we create a Legal Pool Reserve
- This Reserve is used to ensure stability in the budgeting process for legal items that may require additional/outside counsel



Resource Center

- Concept
 - Provide services/value to members
 - Target key areas of operation and create valuable offers for members
- Targeted launch for May of 2001



Resource Center

- Targeted Service Areas
 - Administration
 - Coaching
 - Refereeing



Administration

- Administration
 - Services that can be used by all soccer organizations to assist in their daily operations
 - Internet based
 - Sharing of best practices
 - Applications
 - Scheduling
 - Contact management
 - Other
 - AGM registration



Coaching

- Coaching
 - Sharing of information is critical for the development of coaches
 - Enable US Soccer coaching curriculum to be shared via the web
 - Applications for Coaching Schools



Refereeing

- Refereeing
 - Applications
 - Registration
 - Product
 - Forms



Requirements

- After detailing the three levels of funding, it is critical to present and analyze the financial commitment needed to operate and execute our requirements



Requirements - Minimum

1 **US Soccer Federation**
 2 **FY'01 Budget**
 3 Source and Use of Funds

		FY'01 Original Projection			FY'01 Reduced Projection		
		Revenue	Expense	Profit/(Loss)	Revenue	Expense	Profit/(Loss)
6	Level I - Federation Requirements						
7	Registration	2,608,800	-	2,608,800	2,734,817	-	2,734,817
8	International Game Approval/Clearance	1,160,000	-	1,160,000	1,174,298	-	1,174,298
9	Public Relations	4,000	-	4,000	4,000	-	4,000
10	Miscellaneous	41,000	-	41,000	41,000	-	41,000
11	Interest/Investment Income	600,000	-	600,000	600,625	-	600,625
12	Sales/Mdse & Publications	5,000	-	5,000	5,000	-	5,000
13	Membership Services	102,000	545,084	(443,084)	102,000	460,370	(358,370)
14	Annual General Meeting	63,000	248,690	(185,690)	62,953	246,140	(183,188)
15	General and Administrative	-	4,664,705	(4,664,705)	-	4,702,370	(4,702,370)
16	NBOD	-	186,922	(186,922)	-	170,848	(170,848)
17	Committees, Elected Officials and Special Mtgs.	-	508,794	(508,794)	-	437,628	(437,628)
18	Coaching Programs	1,648,300	2,448,528	(800,228)	1,182,875	1,820,026	(637,151)
19	Referee Program	1,820,980	1,644,670	176,310	1,851,763	1,648,539	203,224
20	Total	8,053,080	10,247,393	(2,194,313)	7,759,329	9,485,922	(1,726,592)



Requirements – Minimum

- After reviewing the revenue and expenses for the Minimum Level of Requirements, we see that we are in a deficit position of over (\$1.7 million)
- Before applying our Base Level of funding, we build a five-year framework to review our Minimum Level of Requirements



5-year Minimum Requirements

US Soccer Federation

FY'01 Budget

Source and Use of Funds - 5-year Projection

	FY'01 Red. Profit/(Loss)	FY'02 Profit/(Loss)	FY'03 Profit/(Loss)	FY'04 Profit/(Loss)	FY'05 Profit/(Loss)	Total Profit/(Loss)
Level I - Federation Requirements						
Registration	2,734,817	2,857,883	2,986,488	3,120,880	3,261,320	14,961,388
International Game Approval/Clearance	1,174,298	1,227,141	1,282,362	1,340,069	1,400,372	6,424,242
Public Relations	4,000	4,180	4,368	4,565	4,770	21,883
Miscellaneous	41,000	42,845	44,773	46,788	48,893	224,299
Interest/Investment Income	600,625	627,653	655,898	685,413	716,256	3,285,845
Sales/Mdse & Publications	5,000	5,225	5,460	5,706	5,963	27,354
Membership Services	(358,370)	(376,799)	(396,172)	(416,537)	(437,946)	(1,985,825)
Annual General Meeting	(183,188)	(192,662)	(202,624)	(213,099)	(224,113)	(1,015,684)
General and Administrative	(4,702,370)	(4,937,488)	(5,184,363)	(5,443,581)	(5,715,760)	(25,983,562)
NBOD	(170,848)	(179,390)	(188,360)	(197,778)	(207,667)	(944,043)
Committees, Elected Officials and Special Mtgs.	(437,628)	(459,510)	(482,485)	(506,610)	(531,940)	(2,418,173)
Coaching Programs	(637,151)	(674,923)	(714,850)	(757,051)	(801,653)	(3,585,628)
Referee Program	203,224	204,126	204,657	204,779	204,452	1,021,237
Total	(1,726,592)	(1,851,719)	(1,984,847)	(2,126,456)	(2,277,053)	(9,966,667)



5-year Framework

- Current deficit position on our requirements poses a long term challenge to our operations
- We are further challenged with additional needs from the constituent base
- Thus, while we need to address the current deficit, we also need to pursue the additional items that allow us to grow and provide a better service to the constituents....the Base level



Requirements – Base Level

		FY'01 Red.		
		Revenue	Expense	Profit/(Loss)
Federation Requirements				
Base Level				
	Referee On-line Registration	-	50,000	(50,000)
	Open Cup Development/Expansion	-	300,000	(300,000)
	Additional National Staff Coaches	-	800,000	(800,000)
	Coaching Schools – New Course Development	-	125,000	(125,000)
	Internet Development/Communications Center	-	500,000	(500,000)
	Development of an Annual Report	-	25,000	(25,000)
Total		-	1,800,000	(1,800,000)



Requirements Re-cap

1	US Soccer Federation	
2	FY'01 Budget	
3	Source and Use of Funds - 5-year Projection	
4		FY'01 Red.
5		Profit/(Loss)
6	Federation Requirements	
7	Minimum Level	
8	Registration	2,734,817
9	International Game Approval/Clearance	1,174,298
10	Public Relations	4,000
11	Miscellaneous	41,000
12	Interest/Investment Income	600,625
13	Sales/Mdse & Publications	5,000
14	Membership Services	(358,370)
15	Annual General Meeting	(183,188)
16	General and Administrative	(4,702,370)
17	NBOD	(170,848)
18	Committees, Elected Officials and Special Mtgs.	(437,628)
19	Coaching Programs	(637,151)
20	Referee Program	203,224
21	Total	(1,726,592)
22		
23	Base Level	
24	Referee On-line Registration	(50,000)
25	Open Cup Development/Expansion	(300,000)
26	Additional National Staff Coaches	(800,000)
27	Coaching Schools – New Course Development	(125,000)
28	Internet Development/Communications Center	(500,000)
29	Development of an Annual Report	(25,000)
30	Total	(1,800,000)
31		
32	Total Minimum plus Base Levels	(3,526,592)



Requirements – Base Level

- After reviewing our framework, we see that there is a deficit of just over \$3.5 million
- Supplemental Requirements are then analyzed to gain a complete picture of the financial impact of our Requirements



Requirements - Supplemental

- One-year analysis

US Soccer Federation

FY'01 Budget

Source and Use of Funds - 5-year Projection

	FY'01 Red. Profit/(Loss)
Federation Requirements	
Supplemental Level	
Legal Pool	(300,000)
Resource Center	(200,000)
Total	(500,000)



Requirements

- After analyzing the three levels of Requirements, we see that there is an annual deficit of \$4 million



Requirements – Summary

1	US Soccer Federation	
2	FY'01 Budget	
3	Source and Use of Funds - 5-year Projection	
4		FY'01 Red.
5		Profit/(Loss)
6	Federation Requirements	
7	Minimum Level	
8	Registration	2,734,817
9	International Game Approval/Clearance	1,174,298
10	Public Relations	4,000
11	Miscellaneous	41,000
12	Interest/Investment Income	600,625
13	Sales/Mdse & Publications	5,000
14	Membership Services	(358,370)
15	Annual General Meeting	(183,188)
16	General and Administrative	(4,702,370)
17	NBOD	(170,848)
18	Committees, Elected Officials and Special Mtgs.	(437,628)
19	Coaching Programs	(637,151)
20	Referee Program	203,224
21	Total	(1,726,592)
22		
23	Base Level	
24	Referee On-line Registration	(50,000)
25	Open Cup Development/Expansion	(300,000)
26	Additional National Staff Coaches	(800,000)
27	Coaching Schools – New Course Development	(125,000)
28	Internet Development/Communications Center	(500,000)
29	Development of an Annual Report	(25,000)
30	Total	(1,800,000)
31		
32	Total Minimum plus Base Levels	(3,526,592)
33		
34	Supplemental Level	
35	Legal Pool	(300,000)
36	Resource Center	(200,000)
37	Total	(500,000)
38		
39	Total Requirements - Profit/(Loss)	(4,026,592)



Requirements - Summary

- After reviewing our three levels of Requirements, we see two options for the future
 - Reduce the level of Federation Services provided to ensure continuity of operations
 - Increase the level of funding provided for Requirements to deliver the services that are mandatory as well as commonly requested from our Constituents



Core Competencies National Teams and Events



Core Competencies – NT and Events

- In addition to fulfilling the governance requirements as an NGB, we must also operate National Teams and have them compete in World Championships
- This area is the primary driver of sponsorship and media for our organization
- For the past 10 years, favorable variances from this segment of our business have been diverted to cover Requirement demands



Core Competencies – Minimum Level

- We begin to frame this business segment by outlining all of the key components
 - National Teams – Men and Women
 - Events
 - Men's National Team Games
 - Women's National Team Games
 - Nike US Cup
 - Sponsorship sales
 - Television broadcast



Revenue Components

- There are two key revenue components
 - Sponsorship
 - Events



Sponsorship

- Sponsorship is a very stable source of revenue due to two primary long-term contracts
 - Nike
 - IMG



Events

- Events are an extremely variable source of Revenue due to three primary factors
 - Technical needs of the National Teams
 - Variable scheduling factors
 - Date and Time
 - Location/Stadium availability
 - Television time slot availability
 - Opponent
 - Weather
 - Cooperation with MLS/WUSA
 - Growth in the value of our athletes



Core Competencies – Base Level

- After reviewing the components of the Minimum Level, there are several components that may be added
 - On-line Ticketing
 - Event Marketing



On-line Ticketing

- Allow fans to purchase tickets via the Internet
- Allows access from anywhere in the US
- Goal is to lower cost per transaction
- Offer special on-line promotions for ticket purchasers
- Build a database of ticket purchasers



Event Marketing

- Event Marketing
 - Increase marketing efforts in local markets for events
 - Increase ticket sales
 - Assist local sponsorship sales
 - Increase local advertising – print, radio
 - Increase event staff to cover increased amount of executed events



Core Competencies – Supplemental Level

- We build upon the base by adding elements that can assist in increasing our revenue potential
 - Broadcast improvements



Broadcast Improvements

- Television is a key component of our Events and National Teams
- Provides a high level of exposure
- Improving the Broadcast allows us to add sponsorable elements that can be sold
- Elements include
 - Graphic development
 - Pre-game production
 - Innovations such as off-sides line
 - Technology on players, balls – heart-rate, etc.



Minimum Level Framework

- After outlining our levels of programming, we outline the Revenue and Expenses



Core Competencies – Minimum Level

1	US Soccer Federation			
2	FY'01 Budget			
3	Source and Use of Funds - 5-year Projection			
4			FY'01 Red.	
5		Revenue	Expense	Profit/(Loss)
6	Core Competencies/National Teams and Events			
7	Minimum Level			
8	National Teams and Events			
9	MNT Events	4,317,500	4,956,868	(639,368)
10	WNT Events	1,698,500	3,212,688	(1,514,188)
11	US Cup	2,649,000	2,407,247	241,753
12	Open Cup	403,800	728,038	(324,238)
13	National Teams Administration	-	2,625,311	(2,625,311)
14	Event Management	-	523,232	(523,232)
15	Grants & Contributions - USOC, FIFA	1,382,464	-	1,382,464
16	Olympic Qualifying Tournament	195,000	155,702	39,298
17		10,646,264	14,609,086	(3,962,822)
18				
19	Marketing/Marketing Support			
20	Marketing, Sponsorship and Broadcast	6,108,332	740,481	5,367,851
21	Total Profit/(Loss)	16,754,596	15,349,567	1,405,029



Core Competencies – Minimum Level

- After combining Sponsorship and Events, we see a surplus of just over \$1.4 million in Year One
- We then analyze the five year framework



Minimum Level – 5-year Framework

1 US Soccer Federation

2 FY'01 Budget

3 Source and Use of Funds - 5-year Projection

4		FY'01 Red.	FY'02	FY'03	FY'04	FY'05	Total
5		Profit/(Loss)	Profit/(Loss)	Profit/(Loss)	Profit/(Loss)	Profit/(Loss)	Profit/(Loss)
6	Core Competencies/National Teams and Events						
7	Minimum Level						
8	National Teams and Events						
9	MNT Events	(639,368)	(692,924)	(750,129)	(811,210)	(876,405)	(3,770,036)
10	WNT Events	(1,514,188)	(1,598,390)	(1,687,184)	(1,780,818)	(1,879,550)	(8,460,131)
11	US Cup	241,753	240,596	238,784	236,260	232,958	1,190,350
12	Open Cup	(324,238)	(342,469)	(361,703)	(381,993)	(403,396)	(1,813,799)
13	National Teams Administration	(2,625,311)	(2,756,576)	(2,894,405)	(3,039,125)	(3,191,082)	(14,506,499)
14	Event Management	(523,232)	(549,393)	(576,863)	(605,706)	(635,991)	(2,891,186)
15	Grants & Contributions - USOC, FIFA	1,382,464	1,444,675	1,509,685	1,577,621	1,648,614	7,563,058
16	Olympic Qualifying Tournament	39,298	40,288	41,284	42,283	43,285	206,439
17		(3,962,822)	(4,214,195)	(4,480,531)	(4,762,688)	(5,061,568)	(22,481,803)
18							
19	Marketing/Marketing Support						
20	Marketing, Sponsorship and Broadcast	5,367,851	5,605,702	5,854,071	6,113,422	6,384,240	29,325,286
21	Total Profit/(Loss)	1,405,029	1,391,507	1,373,540	1,350,735	1,322,672	6,843,482



Base Level

- Given the high level of potential variances in the game/event business, the minimum level surplus will be used to meet:
 - Base Level items as outlined
 - Supplemental items as outlined
 - Event variances
- Base Level Programs are an additional \$950,000, which we then add to the Minimum Levels



Base Level

1 **US Soccer Federation**

2 **FY'01 Budget**

3 Source and Use of Funds - 5-year Projection

4

5

FY'01 Red.

Revenue Expense Profit/(Loss)

6 **Core Competencies/National Teams and Events**

7 **Minimum Level**

8 **National Teams and Events**

9	MNT Events	4,317,500	4,956,868	(639,368)
10	WNT Events	1,698,500	3,212,688	(1,514,188)
11	US Cup	2,649,000	2,407,247	241,753
12	Open Cup	403,800	728,038	(324,238)
13	National Teams Administration	-	2,625,311	(2,625,311)
14	Event Management	-	523,232	(523,232)
15	Grants & Contributions - USOC, FIFA	1,382,464	-	1,382,464
16	Olympic Qualifying Tournament	195,000	155,702	39,298
17		10,646,264	14,609,086	(3,962,822)

18

19 **Marketing/Marketing Support**

20	Marketing, Sponsorship and Broadcast	6,108,332	740,481	5,367,851
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21	Total Profit/(Loss)	16,754,596	15,349,567	1,405,029
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22

23 **Base Level**

24	On-line Ticketing	-	350,000	(350,000)
25	Event Marketing	-	600,000	(600,000)

26	Total	-	950,000	(950,000)
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27	Application of Minimum Level Profit/(Loss)			455,029
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Supplemental Level

- We then add the Supplemental Level, which is an additional \$350,000 in expenses (Broadcast improvements)



Supplemental Level

1	US Soccer Federation			
2	FY'01 Budget			
3	Source and Use of Funds - 5-year Projection			
4				
5			FY'01 Red.	
		Revenue	Expense	Profit/(Loss)
6	Core Competencies/National Teams and Events			
7	Minimum Level			
8	National Teams and Events			
9	MNT Events	4,317,500	4,956,868	(639,368)
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14	Event Management	-	523,232	(523,232)
15	Grants & Contributions - USOC, FIFA	1,382,464	-	1,382,464
16	Olympic Qualifying Tournament	195,000	155,702	39,298
17		10,646,264	14,609,086	(3,962,822)
18				
19	Marketing/Marketing Support			
20	Marketing, Sponsorship and Broadcast	6,108,332	740,481	5,367,851
21	Total Profit/(Loss)	16,754,596	15,349,567	1,405,029
22				
23	Base Level			
24	On-line Ticketing	-	350,000	(350,000)
25	Event Marketing	-	600,000	(600,000)
26	Total	-	950,000	(950,000)
27	Application of Minimum Level Profit/(Loss)			455,029
28				
29	Supplemental Level			
30	Broadcast Improvements	-	350,000	(350,000)
31	Total	-	350,000	(350,000)
32	Application of Base Level Profit/(Loss)			105,029



Core Competencies – Re-cap

- After reviewing all levels of funding, we see that there is a surplus of \$105,029, which is used as a Variance cushion given the high volatility of games/events



Core Competencies – Re-cap

1	US Soccer Federation			
2	FY'01 Budget			
3	Source and Use of Funds - 5-year Projection			
4			FY'01 Red.	
5		Revenue	Expense	Profit/(Loss)
6	Core Competencies/National Teams and Events			
7	Minimum Level			
8	National Teams and Events			
9	MNT Events	4,317,500	4,956,868	(639,368)
10	WNT Events	1,698,500	3,212,688	(1,514,188)
11	US Cup	2,649,000	2,407,247	241,753
12	Open Cup	403,800	728,038	(324,238)
13	National Teams Administration	-	2,625,311	(2,625,311)
14	Event Management	-	523,232	(523,232)
15	Grants & Contributions - USOC, FIFA	1,382,464	-	1,382,464
16	Olympic Qualifying Tournament	195,000	155,702	39,298
17		10,646,264	14,609,086	(3,962,822)
18				
19	Marketing/Marketing Support			
20	Marketing, Sponsorship and Broadcast	6,108,332	740,481	5,367,851
21	Total Profit/(Loss)	16,754,596	15,349,567	1,405,029
22				
23	Base Level			
24	On-line Ticketing	-	350,000	(350,000)
25	Event Marketing	-	600,000	(600,000)
26	Total	-	950,000	(950,000)
27	Application of Minimum Level Profit/(Loss)			455,029
28				
29	Supplemental Level			
30	Broadcast Improvements	-	350,000	(350,000)
31	Total	-	350,000	(350,000)
32	Application of Base Level Profit/(Loss)			105,029
33				
34	Total Core Competencies/NT & Events Profit/(Loss)			105,029



Summary

- Our Core Competencies are a large amount of revenue and expense
- We must continue to find ways to improve and provide funding to grow this segment
- Given the large variable nature of this segment, we did NOT apply an increased revenue estimate to our Base and Supplemental Framework – this allows for a more conservative approach



Restricted Funding Player Development



Framework

- Player Development is a critical area that develops our core property – the National Teams – Men's and Women's
- Over the past 10 years, surplus funds in National Teams have been allocated to Requirements as opposed to Player Development
- To improve our National Teams, we must protect Player Development funding



Framework

- To protect Player Development, a number of steps have been taken
 - Creation of Restricted Area of funding for Player Development
 - Intensive budget reviews
 - 5-year model for review of funding and to ensure sustainability



Player Development

- The first step in developing the Player Development framework was to define the programs that we would fund and execute
 - Complete listing of programs
 - Understanding of the expenses associated with:
 - Stated programs
 - Supporting infrastructure for each area



Programs

- National Youth Teams – (U-16 to U-23)
- Developmental Programs including U-14
- Administrative and Coaching Support/Staffing
- New areas of opportunity
- Player Development protection



National Youth Teams

- Critical area for player development – Men and Women
- Objective
 - Provide a proper environment for training elite athletes
 - Provide a higher level of competition
 - Compete in World Championship Competitions in four age groups



Youth Teams

- Execution
 - Currently operate 8 teams
 - Men's Youth Teams
 - U-16
 - U-17
 - U-18
 - U-20
 - U-23
 - Women's Youth Teams
 - U-16
 - U-18
 - U-20



National Youth Teams

- Execution
 - Training and Competitive Trips
 - Training schedules and trips vary by age group, with Championship teams getting priority
 - Four teams have world championships
 - Men's U-17, U-20, U-23, Women's U-18
 - Anticipate additional Women's Championships to be added in the future
 - We have seen progress made based on increases in programming, but there is still a need for additional programming for the Youth National Teams



Developmental Programs

- Objectives
 - Assist in the development of players
 - Identify more players at a younger age and from more sources
 - Provide a better competitive environment for players
- Three primary execution vehicles
 - Scouting/Player Identification
 - U-14 Program
 - Project-40



Scouting/Player Identification

- Objective
 - Identify more talented players and track their progress
- Execution
 - Created a network of people in the soccer community to identify players in two fashions
 - Those currently in the “system” – ODP, States, Clubs
 - Those outside of the system – Non-registered, Multi-Cultural, etc.



Scouting/Player Identification

- Execution
 - Efforts are collaborative and cooperative and incorporate all aspects of the soccer community
 - Clubs
 - State and Regional ODP
 - Colleges and High Schools
 - MLS, WUSA, A-League and USL
 - Regional coaches (4 men, 4 women) serve to identify talent in conjunction and cooperation with the network
 - Multi-cultural coaches (2) serve to identify talent outside of the current structure



U-14 Program

- Objectives
 - Provide a positive environment for a younger age group of players
 - Expand the number of players exposed to a National Team Program/Environment



U-14 Program

- Execution
 - Annual training camp for players identified through the Regional Program and those identified outside of the system
 - Provide a positive training environment and more competitive training days for young athletes
 - Anticipate a greater need in this area in future years
 - More days of training
 - More players participating in camps



Project-40

- Objective
 - Identify young players who are ready to play in a professional environment
 - Provide a professional environment for young players
 - Extend the amount of time/number of games for these players to compete in



Project-40

- Execution
 - Project-40 team currently competes in the A-League, which has had some success
 - Trips to Europe and South America to play professional teams
 - Training camps for players
 - 9 of the 18 Olympic Team members were Project-40 players
 - Albright, Califf, Corrales, DiGiamarino, Dunseth, Howard, McCarty, Olsen, Wolff



Administrative/Coaching

- To properly execute our programs, we need to provide the proper level of infrastructure and support to ensure
 - Proper level of instruction
 - Operating efficiency
- Staffing includes:
 - Coaches
 - Administrators
 - Trainers and Equipment Managers



New Initiatives

- Objectives
 - Enhance current programs with targeted initiatives
 - Introduce new thinking to Player Development process
 - Take advantage of efficiencies gained with the current infrastructure by not adding additional overhead
- Execution
 - Targeted Ethnic Tournaments
 - Club Support Program
 - Youth Player Development Program



Ethnic Tournaments

- Objective
 - Provide a targeted-vehicle to identify players that are outside of the current structure
 - Each year, players are playing outside of the current structure and either are not identified or dropping out of the sport
- Execution
 - Target two markets and promote an open competition for U-14 and U-16 age groups to identify talent
 - Targeted markets are Los Angeles and New York



Club Support Program

- Objective
 - Assist clubs in developing players
 - Most players spend the majority of their time with their clubs
 - Connect more players to the National Team
- Execution
 - Sharing of best practices for Clubs
 - Scouting of Elite Clubs
 - Communications system
 - Tournament/training opportunities with Youth National Teams, MLS, WUSA, A-League and USL



Youth Program Development

- Objective
 - Provide a greater amount of training in a more competitive environment for a greater number of players
- Execution
 - Target specific states and MLS, WUSA, A-League and USL Teams and partner to provide a local, consistent environment for elite players



Levels of Programming

- Having reviewed our programs, we again prioritized our needs into three levels of programming
 - Minimum Level of Programming
 - Base Level of Programming
 - Supplemental Level of Programming



Minimum Level of Programming

- Minimum Level of Programming, what we currently fund with our budget, provides:
 - 143 Trips
 - 1,321 Days of Training



Minimum Level of Programming

Number of Trips

	Y2001	Y2002	Y2003	Y2004	Y2005	Total
Minimum Level of Programming						
U-16 Men's National Team	3	3	3	3	3	15
U-17 Men's National Team	5	5	6	4	6	26
U-18 Men's National Team	3	3	3	3	3	15
U-20 Men's National Team	8	5	8	5	8	34
U-23 Men's Olympic Team	1	-	-	2	-	3
U-16 Women's National Team	2	2	2	2	2	10
U-18 Women's National Team	2	4	5	4	5	20
U-20 Women's National Team	4	4	4	4	4	20
	28	26	31	27	31	143

Days of Programming

	Y2001	Y2002	Y2003	Y2004	Y2005	Total
Minimum Level of Programming						
U-16 Men's National Team	21	21	21	21	21	105
U-17 Men's National Team	48	55	69	34	69	275
U-18 Men's National Team	24	24	24	24	24	120
U-20 Men's National Team	83	41	83	41	83	331
U-23 Men's Olympic Team	21	-	-	35	-	56
U-16 Women's National Team	14	14	14	14	14	70
U-18 Women's National Team	14	49	41	49	41	194
U-20 Women's National Team	34	34	34	34	34	170
	259	238	286	252	286	1,321



Base Level of Programming

- Base Level of Programming, what we should be doing with our teams, is an additional:
 - 99 Trips
 - 696 Days of Training



Base Level of Programming

Number of Trips

	Y2001	Y2002	Y2003	Y2004	Y2005	Total
Base Level of Programming						
U-16 Men's National Team	2	2	2	2	2	10
U-17 Men's National Team	2	3	2	3	2	12
U-18 Men's National Team	3	3	3	3	3	15
U-20 Men's National Team	3	3	3	3	3	15
U-23 Men's Olympic Team	-	3	3	5	3	14
U-16 Women's National Team	5	2	2	2	2	13
U-18 Women's National Team	2	2	2	2	2	10
U-20 Women's National Team	2	2	2	2	2	10
	19	20	19	22	19	99

Days of Programming

	Y2001	Y2002	Y2003	Y2004	Y2005	Total
Base Level of Programming						
U-16 Men's National Team	17	17	17	17	17	85
U-17 Men's National Team	17	24	17	24	17	99
U-18 Men's National Team	24	24	24	24	24	120
U-20 Men's National Team	24	24	24	24	24	120
U-23 Men's Olympic Team	-	-	7	7	-	14
U-16 Women's National Team	41	17	17	17	17	109
U-18 Women's National Team	17	17	14	17	14	79
U-20 Women's National Team	14	14	14	14	14	70
	154	137	134	144	127	696



Supplemental Programming

- Supplemental Programming, additional programming that we would like to fund and execute, provides an additional:
 - 34 Trips
 - 253 Days of Training



Supplemental Programming

Number of Trips

	Y2001	Y2002	Y2003	Y2004	Y2005	Total
Supplemental Programming						
U-16 Men's National Team	1	1	1	1	1	5
U-17 Men's National Team	1	1	1	1	1	5
U-18 Men's National Team	1	1	1	1	1	5
U-20 Men's National Team	-	1	-	1	-	2
U-23 Men's Olympic Team	-	-	1	1	-	2
U-16 Women's National Team	1	1	1	1	1	5
U-18 Women's National Team	1	1	1	1	1	5
U-20 Women's National Team	1	1	1	1	1	5
	6	7	7	8	6	34

Days of Programming

	Y2001	Y2002	Y2003	Y2004	Y2005	Total
Supplemental Programming						
U-16 Men's National Team	10	10	10	10	10	50
U-17 Men's National Team	7	7	7	7	7	35
U-18 Men's National Team	7	7	7	7	7	35
U-20 Men's National Team	-	7	-	7	-	14
U-23 Men's Olympic Team	-	-	7	7	-	14
U-16 Women's National Team	7	7	7	7	7	35
U-18 Women's National Team	7	7	7	7	7	35
U-20 Women's National Team	7	7	7	7	7	35
	45	52	52	59	45	253



Increase in Team Programming

- Increase in number of trips from 143 to 276
 - 133 additional trips
- Increase in Days of Programming from 1,321 to 2,270
 - 949 additional days

Number of Trips

	Y2001	Y2002	Y2003	Y2004	Y2005	Total
Increase in Programming - Minimum to Base	19	20	19	22	19	99
Increase in Programming - Base to Supplemental	6	7	7	8	6	34
Total Increase in # of Trips	25	27	26	30	25	133

Days of Programming

	Y2001	Y2002	Y2003	Y2004	Y2005	Total
Increase in Programming - Minimum to Base	154	137	134	144	127	696
Increase in Programming - Base to Supplemental	45	52	52	59	45	253
Total Increase in Days of Programming	199	189	186	203	172	949



Programming Levels

- After creating our priorities, we examined the financial impact of our programs
- Where are we getting our funds?
 - Nike restricted funds
 - Budget Cuts (if from National Team Area)
 - Favorable Variances (if available from NT Games)
 - Foundation funding
 - Commitment of \$4 million made in April 1999
 - Commitment of \$2 million made in October 2000



Minimum Level of Programming

1	US Soccer Federation						
2	5-year Player Development Model						
3							
4		Y2001	Y2002	Y2003	Y2004	Y2005	Total
5	Restricted Funding						
6	Nike Restricted Player Development Funds	3,300,000	3,500,000	3,750,000	3,750,000	3,750,000	18,050,000
7	Additional Funds (Cuts, Favorable Variances)	-	-	-	-	-	-
8	Surplus/Deficit from Previous Year	-	-	-	-	-	-
9	Total Restricted Funding	3,300,000	3,500,000	3,750,000	3,750,000	3,750,000	18,050,000
10							
11	Minimum Level Programming						
12	Developmental Projects	752,029	774,590	797,828	821,763	846,415	3,992,625
13	Youth Teams Administration	430,369	443,280	456,578	470,275	484,384	2,284,886
14	U-14 Program	310,780	320,103	329,706	339,597	349,785	1,649,971
15	Project -40	591,807	609,561	627,848	646,684	666,084	3,141,984
16	Medical Supplies/Embroidery	50,820	52,345	53,915	55,532	57,198	269,810
17	Men's Youth Teams	1,208,795	980,797	1,172,062	1,154,781	1,333,433	5,849,869
18	Women's Teams	315,537	415,206	459,802	440,482	487,800	2,118,826
19	Total Minimum Level Programming	3,660,137	3,595,882	3,897,738	3,929,113	4,225,100	19,307,971
20							
21	Surplus/(Deficit) Funds	(360,137)	(95,882)	(147,738)	(179,113)	(475,100)	(1,257,971)



Minimum Level of Programming

- Current Restricted Funds are not sufficient to cover the Minimum Levels of Programming
- Begin allocation of Foundation funds to cover Minimum Levels of Programming



Minimum Level of Programming

1 US Soccer Federation 2 5-year Player Development Model

	Y2001	Y2002	Y2003	Y2004	Y2005	Total
Restricted Funding						
Nike Restricted Player Development Funds	3,300,000	3,500,000	3,750,000	3,750,000	3,750,000	18,050,000
Additional Funds (Cuts, Favorable Variances)	-	-	-	-	-	-
Surplus/Deficit from Previous Year	-	-	-	-	-	-
Total Restricted Funding	3,300,000	3,500,000	3,750,000	3,750,000	3,750,000	18,050,000
Minimum Level Programming						
Developmental Projects	752,029	774,590	797,828	821,763	846,415	3,992,625
Youth Teams Administration	430,369	443,280	456,578	470,275	484,384	2,284,886
U-14 Program	310,780	320,103	329,706	339,597	349,785	1,649,971
Project -40	591,807	609,561	627,848	646,684	666,084	3,141,984
Medical Supplies/Embroidery	50,820	52,345	53,915	55,532	57,198	269,810
Men's Youth Teams	1,208,795	980,797	1,172,062	1,154,781	1,333,433	5,849,869
Women's Teams	315,537	415,206	459,802	440,482	487,800	2,118,826
Total Minimum Level Programming	3,660,137	3,595,882	3,897,738	3,929,113	4,225,100	19,307,971
Surplus/(Deficit) Funds	(360,137)	(95,882)	(147,738)	(179,113)	(475,100)	(1,257,971)
Application of Foundation Funding						
Starting Foundation Funds	4,000,000	3,639,863	3,543,981	3,396,242	3,217,129	4,000,000
Surplus/(Deficit) Funds - FROM ABOVE	360,137	95,882	147,738	179,113	475,100	1,257,971
Surplus/(Deficit) Funds for Base Level Prgm	-	-	-	-	-	-
Remaining Foundation Funds for Base Level	3,639,863	3,543,981	3,396,242	3,217,129	2,742,029	2,742,029



Base Level of Programming

- After applying Foundation funding, there is a reserve of \$2.7 million, which is then applied to bring our programs up to the Base Level of Programming



Base Level of Programming

	Y2001	Y2002	Y2003	Y2004	Y2005	Total
Restricted Funding						
Nike Restricted Player Development Funds	3,300,000	3,500,000	3,750,000	3,750,000	3,750,000	18,050,000
Additional Funds (Cuts, Favorable Variances)	-	-	-	-	-	-
Surplus/Deficit from Previous Year	-	-	-	-	-	-
Total Restricted Funding	3,300,000	3,500,000	3,750,000	3,750,000	3,750,000	18,050,000
Minimum Level Programming						
Developmental Projects	752,029	774,590	797,828	821,763	846,415	3,992,625
Youth Teams Administration	430,369	443,280	456,578	470,275	484,384	2,284,886
U-14 Program	310,780	320,103	329,706	339,597	349,785	1,649,971
Project -40	591,807	609,561	627,848	646,684	666,084	3,141,984
Medical Supplies/Embroidery	50,820	52,345	53,915	55,532	57,198	269,810
Men's Youth Teams	1,208,795	980,797	1,172,062	1,154,781	1,333,433	5,849,869
Women's Teams	315,537	415,206	459,802	440,482	487,800	2,118,826
Total Minimum Level Programming	3,660,137	3,595,882	3,897,738	3,929,113	4,225,100	19,307,971
Surplus/(Deficit) Funds	(360,137)	(95,882)	(147,738)	(179,113)	(475,100)	(1,257,971)
Application of Foundation Funding						
Starting Foundation Funds	4,000,000	3,639,863	3,543,981	3,396,242	3,217,129	4,000,000
Surplus/(Deficit) Funds - FROM ABOVE	360,137	95,882	147,738	179,113	475,100	1,257,971
Surplus/(Deficit) Funds for Base Level Prgm	-	-	-	-	-	-
Remaining Foundation Funds for Base Level	3,639,863	3,543,981	3,396,242	3,217,129	2,742,029	2,742,029
Base Level Programming						
Starting Level of Funding	2,742,029	1,284,779	231,614	-	-	
Men's Youth Teams	477,120	640,300	655,530	772,211	695,446	3,240,607
Women's Teams	350,130	278,965	246,405	295,947	261,409	1,432,855
Developmental Projects	130,000	133,900	137,917	142,055	146,316	690,188
National Team Game Contingency	500,000	-	-	-	-	500,000
Total Base Level Programming	1,457,250	1,053,165	1,039,852	1,210,212	1,103,171	5,863,650
Surplus/(Deficit) Funds	1,284,779	231,614	(808,238)	(1,210,212)	(1,103,171)	(3,121,621)



Base Level of Programming

- After applying the remaining \$2.7 million, we still see a shortfall in funding to reach our Base Level
- We then apply Phase II of Foundation funding to the Base Level



Base Level of Programming

	Y2001	Y2002	Y2003	Y2004	Y2005	Total
Restricted Funding						
Nike Restricted Player Development Funds	3,300,000	3,500,000	3,750,000	3,750,000	3,750,000	18,050,000
Additional Funds (Cuts, Favorable Variances)	-	-	-	-	-	-
Surplus/Deficit from Previous Year	-	-	-	-	-	-
Total Restricted Funding	3,300,000	3,500,000	3,750,000	3,750,000	3,750,000	18,050,000
Minimum Level Programming						
Developmental Projects	752,029	774,590	797,828	821,763	846,415	3,992,625
Youth Teams Administration	430,369	443,280	456,578	470,275	484,384	2,284,886
U-14 Program	310,780	320,103	329,706	339,597	349,785	1,649,971
Project -40	591,807	609,561	627,848	646,684	666,084	3,141,984
Medical Supplies/Embroidery	50,820	52,345	53,915	55,532	57,198	269,810
Men's Youth Teams	1,208,795	980,797	1,172,062	1,154,781	1,333,433	5,849,869
Women's Teams	315,537	415,206	459,802	440,482	487,800	2,118,826
Total Minimum Level Programming	3,660,137	3,595,882	3,897,738	3,929,113	4,225,100	19,307,971
Surplus/(Deficit) Funds	(360,137)	(95,882)	(147,738)	(179,113)	(475,100)	(1,257,971)
Application of Foundation Funding						
Starting Foundation Funds	4,000,000	3,639,863	3,543,981	3,396,242	3,217,129	4,000,000
Surplus/(Deficit) Funds - FROM ABOVE	360,137	95,882	147,738	179,113	475,100	1,257,971
Surplus/(Deficit) Funds for Base Level Prgm	-	-	-	-	-	-
Remaining Foundation Funds for Base Level	3,639,863	3,543,981	3,396,242	3,217,129	2,742,029	2,742,029
Base Level Programming						
Starting Level of Funding	2,742,029	1,284,779	231,614	-	-	
Men's Youth Teams	477,120	640,300	655,530	772,211	695,446	3,240,607
Women's Teams	350,130	278,965	246,405	295,947	261,409	1,432,855
Developmental Projects	130,000	133,900	137,917	142,055	146,316	690,188
National Team Game Contingency	500,000	-	-	-	-	500,000
Total Base Level Programming	1,457,250	1,053,165	1,039,852	1,210,212	1,103,171	5,863,650
Surplus/(Deficit) Funds	1,284,779	231,614	(808,238)	(1,210,212)	(1,103,171)	(3,121,621)
Application of Foundation Funding - Phase II						
Starting Foundation Funds	2,000,000	2,000,000	2,000,000	1,191,762	-	2,000,000
Surplus/(Deficit) Funds - FROM ABOVE	-	-	808,238	1,210,212	1,103,171	3,121,621
Surplus/(Deficit) Funds for Base Level Prgm	2,000,000	2,000,000	1,191,762	(18,450)	(1,103,171)	(1,121,621)



Supplemental Programming

- After applying Phase II of the Foundation funding, we have a deficit of \$1.1 million over the five year period before we can begin our Supplemental Programming
- It is important to note that we are breakeven until Year 5 with the Base Level



Supplemental Programming

	Y2001	Y2002	Y2003	Y2004	Y2005	Total
Restricted Funding						
Nike Restricted Player Development Funds	3,300,000	3,500,000	3,750,000	3,750,000	3,750,000	18,050,000
Additional Funds (Cuts, Favorable Variances)	-	-	-	-	-	-
Surplus/Deficit from Previous Year	-	-	-	-	-	-
Total Restricted Funding	3,300,000	3,500,000	3,750,000	3,750,000	3,750,000	18,050,000
Minimum Level Programming						
Developmental Projects	752,029	774,590	797,828	821,763	846,415	3,992,625
Youth Teams Administration	430,369	443,280	456,578	470,275	484,384	2,284,886
U-14 Program	310,780	320,103	329,706	339,597	349,785	1,649,971
Project -40	591,807	609,561	627,848	646,684	666,084	3,141,984
Medical Supplies/Embroidery	50,820	52,345	53,915	55,532	57,198	269,810
Men's Youth Teams	1,208,795	980,797	1,172,062	1,154,781	1,333,433	5,849,869
Women's Teams	315,537	415,206	459,802	440,482	487,800	2,118,826
Total Minimum Level Programming	3,660,137	3,595,882	3,897,738	3,929,113	4,225,100	19,307,971
Surplus/(Deficit) Funds	(360,137)	(95,882)	(147,738)	(179,113)	(475,100)	(1,257,971)
Application of Foundation Funding						
Starting Foundation Funds	4,000,000	3,639,863	3,543,981	3,396,242	3,217,129	4,000,000
Surplus/(Deficit) Funds - FROM ABOVE	360,137	95,882	147,738	179,113	475,100	1,257,971
Surplus/(Deficit) Funds for Base Level Prgm	-	-	-	-	-	-
Remaining Foundation Funds for Base Level	3,639,863	3,543,981	3,396,242	3,217,129	2,742,029	2,742,029
Base Level Programming						
Starting Level of Funding	2,742,029	1,284,779	231,614	-	-	
Men's Youth Teams	477,120	640,300	655,530	772,211	695,446	3,240,607
Women's Teams	350,130	278,965	246,405	295,947	261,409	1,432,855
Developmental Projects	130,000	133,900	137,917	142,055	146,316	690,188
National Team Game Contingency	500,000	-	-	-	-	500,000
Total Base Level Programming	1,457,250	1,053,165	1,039,852	1,210,212	1,103,171	5,863,650
Surplus/(Deficit) Funds	1,284,779	231,614	(808,238)	(1,210,212)	(1,103,171)	(3,121,621)
Application of Foundation Funding - Phase II						
Starting Foundation Funds	2,000,000	2,000,000	2,000,000	1,191,762	-	2,000,000
Surplus/(Deficit) Funds - FROM ABOVE	-	-	808,238	1,210,212	1,103,171	3,121,621
Surplus/(Deficit) Funds for Base Level Prgm	2,000,000	2,000,000	1,191,762	(18,450)	(1,103,171)	(1,121,621)
Supplemental Programming						
Starting Level of Funding	(1,121,621)	-	-	-	-	(1,121,621)
Men's Youth Teams	144,930	192,322	201,656	253,364	163,119	955,391
Women's Teams	125,370	129,131	133,005	136,992	141,104	665,602
New Programming	820,000	844,600	869,938	896,036	922,917	4,353,491
Total Supplemental Programming	1,090,300	1,166,053	1,204,599	1,286,392	1,227,140	5,974,484
Total Surplus/(Deficit)	(2,211,921)	(1,166,053)	(1,204,599)	(1,286,392)	(1,227,140)	(7,096,105)



Supplemental Programming

- After outlining our Supplemental Program Needs, there is a deficit of \$7 million over the five year period



Summary

- We have outlined and framed the parameters of Player Development Programs and the financial resources needed to execute our programs
- Benchmarks
 - Increase in # of Days of training
 - Increase in # of Games
 - Introduction of new development programs



Summary

- Committed to a sustainable Player Development program, over a period of five years
 - Use of Restricted Funding
 - Inclusive
 - License States for ODP
 - License Regions for ODP
 - Started cooperative Scheduling efforts
 - Commitment to accountability
 - Status Reports
 - Clear Accounting



National Training Center



National Training Center

- RFP Process is in the final stages
- A number of “serious” proposals have been submitted by Respondents
- Significant development for all aspects of soccer development
 - Players
 - Coaches
 - Referees
- Goal is to create an Operating Fund for the Training Center of \$1,000,000 per year



Review



Overview

- We have presented a lot of information in order to:
 - Display transparency
 - Outline our Goals/Objectives within the framework of our Business Plan
 - Highlight our partnership attitude/mindset



Review

- However, this information as presented, reflects that our business has changed dramatically over the past 10-15 years –

ALL OF OUR BUSINESSES



Review

- Consider the Growth...
 - Youth Participation and Female Participation
 - # of National Teams
 - # of Events
 - # of Coaches and Coaching Schools
 - # of Referees
 - # of Employees needed to meet the growth
 - In International Status as an organization
 - In Ranking of our Men's National Team and dominance of our Women's National Team
 - In our Requirements as an NGB



Review

- The growth of our operation has pushed us to support all levels of our business from *Requirements to Player Development*
- We have supported that overall growth through a calculated approach to New Revenue – Events/Sponsorship and Restricted Funding
- This leaves us in a position of not meeting our Supplemental Level of commitment to our Constituents
- We remain committed to adding value both now and in the future



Youth

- Federation provides the following Value in addition to meeting the Requirements as an NGB
 - License to operate State ODP
 - License to operate Regional ODP
 - License to conduct Official Federation Coaching License courses at the State Level
 - D,E,F and National Youth Licenses
 - Percentage of International Games
 - Extra point on US Soccer Foundation grant application for membership in the Federation
 - Part of US Soccer Communications Center
 - Expansion of Open Cup



Amateur

- Federation provides the following Value in addition to meeting the Requirements as an NGB
 - Marketing agreement
 - Participation of US National Youth Teams in Amateur Festival
 - Percentage of International Games
 - Extra point on US Soccer Foundation Grant
 - Application for membership in the Federation
 - Part of US Soccer Communications Center



Professional

- Federation provides the following Value in addition to meeting the Requirements as an NGB
 - Doubleheaders with MLS
 - Protection/Promotion of WUSA launch
 - Project-40
 - Part of US Soccer Communications Center



Review

- What is presented is a framework for our future operations and the need for a fee change
- We have identified the Levels of Funding
 - Minimum, Base and Supplemental
- We have provided a glimpse of our Business Goals and Objectives for the next five years
- We are committed to build greater value for the sport



Review

- In order to meet our goals as an organization, we need to achieve our Supplemental level of Operations



Requirements

1 **US Soccer Federation**

2 **FY'01 Budget**

3 Source and Use of Funds - 5-year Projection

4		FY'01 Red.		
5		Revenue	Expense	Profit/(Loss)
6	Federation Requirements			
7	Minimum Level	7,759,329	9,485,922	(1,726,592)
8	Base Level	-	1,800,000	(1,800,000)
9	Supplemental Level	100,000	600,000	(500,000)
10	Total Requirements - Profit/(Loss)	7,859,329	11,885,922	(4,026,592)



Core Competencies

1 US Soccer Federation

2 FY'01 Budget

3 Source and Use of Funds - 5-year Projection

		FY'01 Red.		
		Revenue	Expense	Profit/(Loss)
6	Federation Requirements			
7	Minimum Level	7,759,329	9,485,922	(1,726,592)
8	Base Level	-	1,800,000	(1,800,000)
9	Supplemental Level	100,000	600,000	(500,000)
10	Total Requirements - Profit/(Loss)	7,859,329	11,885,922	(4,026,592)
11				
12	Core Competencies/NT & Events			
13	Minimum Level	16,754,596	15,349,567	1,405,029
14	Base Level	-	950,000	(950,000)
15	Supplemental Level	-	350,000	(350,000)
16	Total Core Competencies/NT & Events Profit/(Loss)	16,754,596	16,649,567	105,029



Restricted/Player Development

1 US Soccer Federation

2 FY'01 Budget

3 Source and Use of Funds - 5-year Projection

4		FY'01 Red.		
5		Revenue	Expense	Profit/(Loss)
6	Federation Requirements			
7	Minimum Level	7,759,329	9,485,922	(1,726,592)
8	Base Level	-	1,800,000	(1,800,000)
9	Supplemental Level	100,000	600,000	(500,000)
10	Total Requirements - Profit/(Loss)	7,859,329	11,885,922	(4,026,592)
11				
12	Core Competencies/NT & Events			
13	Minimum Level	16,754,596	15,349,567	1,405,029
14	Base Level	-	950,000	(950,000)
15	Supplemental Level	-	350,000	(350,000)
16	Total Core Competencies/NT & Events Profit/(Loss)	16,754,596	16,649,567	105,029
17				
18	Restricted Funding/Player Development			
19	Minimum Level	3,300,000	3,660,137	(360,137)
20	Base Level	-	1,457,250	(1,457,250)
21	Supplemental Level	-	1,090,300	(1,090,300)
22	Foundation Funding for Player Development			
23	Minimum Level Funding	360,137	-	360,137
24	Base Level Funding	1,457,250	-	1,457,250
25	Total Restricted Funding/Player Development	5,117,387	6,207,687	(1,090,300)



National Training Center

1	US Soccer Federation			
2	FY'01 Budget			
3	Source and Use of Funds - 5-year Projection			
4				
5			FY'01 Red.	
		Revenue	Expense	Profit/(Loss)
6	Federation Requirements			
7	Minimum Level	7,759,329	9,485,922	(1,726,592)
8	Base Level	-	1,800,000	(1,800,000)
9	Supplemental Level	100,000	600,000	(500,000)
10	Total Requirements - Profit/(Loss)	7,859,329	11,885,922	(4,026,592)
11				
12	Core Competencies/NT & Events			
13	Minimum Level	16,754,596	15,349,567	1,405,029
14	Base Level	-	950,000	(950,000)
15	Supplemental Level	-	350,000	(350,000)
16	Total Core Competencies/NT & Events Profit/(Loss)	16,754,596	16,649,567	105,029
17				
18	Restricted Funding/Player Development			
19	Minimum Level	3,300,000	3,660,137	(360,137)
20	Base Level	-	1,457,250	(1,457,250)
21	Supplemental Level	-	1,090,300	(1,090,300)
22	Foundation Funding for Player Development			
23	Minimum Level Funding	360,137	-	360,137
24	Base Level Funding	1,457,250	-	1,457,250
25	Total Restricted Funding/Player Development	5,117,387	6,207,687	(1,090,300)
26				
27	National Training Center Operating Fund	-	1,000,000	(1,000,000)
28				
29	Total Source & Use of Funds Profit/(Loss) Sum.	29,731,312	35,743,176	(6,011,864)



All Levels

1	US Soccer Federation			
2	FY'01 Budget			
3	Source and Use of Funds - 5-year Projection			
4				
5			FY'01 Red.	
		Revenue	Expense	Profit/(Loss)
6	Federation Requirements			
7	Minimum Level	7,759,329	9,485,922	(1,726,592)
8	Base Level	-	1,800,000	(1,800,000)
9	Supplemental Level	100,000	600,000	(500,000)
10	Total Requirements - Profit/(Loss)	7,859,329	11,885,922	(4,026,592)
11				
12	Core Competencies/NT & Events			
13	Minimum Level	16,754,596	15,349,567	1,405,029
14	Base Level	-	950,000	(950,000)
15	Supplemental Level	-	350,000	(350,000)
16	Total Core Competencies/NT & Events Profit/(Loss)	16,754,596	16,649,567	105,029
17				
18	Restricted Funding/Player Development			
19	Minimum Level	3,300,000	3,660,137	(360,137)
20	Base Level	-	1,457,250	(1,457,250)
21	Supplemental Level	-	1,090,300	(1,090,300)
22	Foundation Funding for Player Development			
23	Minimum Level Funding	360,137	-	360,137
24	Base Level Funding	1,457,250	-	1,457,250
25	Total Restricted Funding/Player Development	5,117,387	6,207,687	(1,090,300)
26				
27	National Training Center Operating Fund	-	1,000,000	(1,000,000)
28				
29	Total Source & Use of Funds Profit/(Loss) Sum.	29,731,312	35,743,176	(6,011,864)
30				-
31	Summary			
32	Minimum Levels of Funding	28,174,062	28,495,626	(321,564)
33	Base Levels of Funding	1,457,250	4,207,250	(2,750,000)
34	Supplemental Levels of Funding	100,000	2,040,300	(1,940,300)
35	National Training Center Operating Fund	-	1,000,000	(1,000,000)
36	Total	29,731,312	35,743,176	(6,011,864)



Summary

- To achieve our Supplemental Level of Operations we see:
 - Deficits in our Requirements
 - Minimum Level (\$1,726,592)
 - Base Level (\$1,800,000)
 - Supplemental Level (\$500,000)

 - Total (\$4,026,592)
 - Surplus in Core Competencies/Events
 - Minimum Level \$1,405,029
 - Base Level (\$950,000)
 - Supplemental Level (\$350,000)

 - Total \$105,029
 - Deficit in Restricted Funding/Player Development
 - Supplemental Level (\$1,090,300)
 - Deficit in the Operating Fund for the National Training Center
 - Operating Fund (\$1,000,000)

 - Overall FY'01 Deficit (\$6,011,864)



Next Steps

- Understanding of annual needs of \$6 million to meet Supplemental Levels of Operations
- Board approval/commitment to a fee change
- Continued review of an equitable manner for all partners of the sport to participate in a fee change
- Presentation of fee change structure and approval of fee change in February





US Soccer Federation 2000

Strategic Business Plan
Phase II – October 2000

