

A BRIDGE

to the Future for the USOC

San Francisco 2012's goal through its bid and in staging the Games is to create a *Bridge to the Future* with the USOC, to secure its long-term financial viability, and to create *Legacy 2012* to fund training for American athletes long after 2012. San Francisco 2012 is committed to being the best partner with whom the USOC has ever worked. To achieve this goal, SF 2012 has created a "team-centric," rather than exclusively "city-centric" approach.

San Francisco 2012's roots are in the Olympic Movement. The CEO and President is an Olympian. The Bid Director has worked on four Olympic Games in sports, operations, and planning. Many of San Francisco 2012's directors are veterans of the LAOOC 1984, served on the bid committee for the 1996 Olympic Games and remain committed to bringing the Games to the U.S. and San Francisco. Every SF 2012 Theme Team includes Olympians and Paralympians.

San Francisco's team recognizes that a National Olympic Committee's (NOC) long-term vision and mission to strengthen the Olympic Movement in the country is typically at odds with the short-term demands facing bid cities and OCOGs. The resulting conflict often manifests most intensively in the financial arena. The greater the financial needs of the OCOG, the greater the potential for strain in the partnership with the NOC.

San Francisco 2012 understands the importance of integrated efforts with the USOC on all fronts of the bid campaign and in staging the Games and therefore commits to:

- Welcoming the opportunity to include USOC staff in the bid team
- Valuing highly the experience in operations, international relations and many other areas represented by the USOC board and staff
- Encouraging and supporting the USOC's participation in preparing strategies and tactics for the international campaign, as well as their input in planning for and delivering the Olympic Games.
- Recognizing the importance of integrating ethics programs with the USOC so that mutual efforts to win the bid and stage the Olympic Games meet with the highest ethical standards.

Programs and Initiatives

San Francisco 2012 looks forward to working with the USOC and the NGBs to create programs that ensure the success of American athletes in the short and long term, developing several programs to achieve this objective:

Legacy 2012

As detailed in the bid submission of December 15, 2000, San Francisco 2012 has created the *Legacy 2012 Foundation* to develop a program to fund sports development following the 2012 Olympic and Paralympic Games. The *Legacy 2012 Foundation* will serve athletes all across America, in all of the sports comprising the Olympic and Paralympic programs.

SF 2012 will fund \$170 million from its own share of the surplus from the 2012 Games to create *Legacy 2012 Foundation's* Athlete Endowment. This \$170 million endowment will be funded directly from the OCOG as part of its budgetary and legacy commitments.

San Francisco 2012 proposes that the *Legacy 2012 Athlete Endowment* be directed by a board composed of USOC appointees, representatives of the NGB council, U.S. Paralympics, and San Francisco 2012 and by Olympians and Paralympians, elected by their peers. Through support provided by the concerted efforts of this diverse board, athletes will have long-term training opportunities to achieve their fullest potential rather than being forced to leave their sport early due to financial pressures.

As it builds a *Bridge to the Future* with sustainable and sustained excellence in training and competition for U.S. athletes, *Legacy 2012* will ensure that the benefits of the 2012 Olympic Games extend across the country and the decades that follow.

Workforce 2012

San Francisco 2012 recognizes that many U.S. athletes would want to train in the Bay Area in preparation for the 2012 Olympic Games, particularly as indicated by the more than 400 Olympians already living here, naturally attracted to train in the superb year-round weather conditions and excellent facilities.

Therefore, as part of its commitment to the Olympic Movement in the U.S. and to the USOC and its goals, SF 2012 has determined to establish a jobs program called *Workforce 2012*.

Developed in cooperation with regional (and national) business organizations, *Workforce 2012* will assist athletes in training by identifying suitable jobs beginning after the 2008 Olympic Games and continuing beyond the 2012 Olympic and Paralympic Games. Significant business organizations, such as the San Francisco Convention and Visitors Bureau, have already been identified to lead this effort. The Northern California Olympians will also support this program, mentoring athletes throughout their stay. Details of this program are available in San Francisco's Bid Addendum on the SF2012 website: www.basoc2012.org

Team Training and Processing

The USOC needs the best possible conditions to prepare its team for the 2008 and 2012 Olympic Games, as well as a processing center from which to "launch" the team, fully uniformed and prepared for the Olympic Games. San Francisco 2012 and the Sacramento region offer the USOC a turnkey solution for its team training and processing for both 2008 and 2012.

The Sacramento region provides an ideal solution for both the Olympic and Paralympic Teams in 2008 with the Games to be staged in Beijing:

- Complete world-class training facilities for every sport;
- An excellent solution for team processing;
- Accommodations ranging from hotels to dormitories;
- A city that is a proven host to major United States teams and events;
- The support of the Northern California Olympians, more than 400 strong and growing, to offer guidance, counseling and other assistance to the staff and athletes preparing for the Olympic and Paralympic Games.

Together with Sacramento and the Sacramento Sports Authority in both 2008 and 2012, San Francisco 2012 will provide room and board for the teams, training venues, and local transportation. Details of this program are available in San Francisco's Bid Addendum on the SF2012 website: www.basoc2012.org

Air Travel for Athletes

San Francisco 2012 is fully committed to funding any programs required by the IOC or that the USOC deems necessary to win the 2012 bid at the international level. San Francisco 2012 has allocated funding in its budget for air travel for all official delegations (athletes and officials residing in the Village) for both Olympic and Paralympic Games.

Family Ticket Program and Hosting

Family Tickets: In line with its commitment to create *the best competitive conditions for all athletes*, San Francisco 2012 proposes to offer two tickets through the NOCs to each athlete for each event in which the athlete competes. This program will require approximately 66,000 tickets for the Olympic Games. SF 2012 will make the same offer to all Paralympic athletes through the NPCs.

Athlete-Family Reunion Center: SF 2012 has discussed Athlete Family Programs with several Olympians from various Olympic Games, and with representatives of AT&T, who have sponsored this program for American athletes and their families in recent years. SF 2012 has included an Athlete-Family Reunion Center near the entrance to the Olympic Village, exclusively dedicated to athletes and their families. Located outside the official Village, this facility will provide a "hassle-free" alternative for the athletes and their families.

Housing: SF 2012 will identify and assist with suitable housing alternatives for any athlete families that want to attend the Olympic and Paralympic Games, either individually or through their respective NOCs.

Team Trials, Championships and Test Events

San Francisco 2012 is committed to providing the maximum number of NGBs with the opportunity to conduct their trials in facilities that will be used for the Olympic Games in 2012.

Joint Marketing Agreement: Platform for Successful Partnership

From the USOC's perspective, the ultimate value of the San Francisco 2012 candidacy may be the fiscal responsibility and prudence that went into its organizational plan. Because San Francisco 2012's plan is so fiscally conservative—because the capital investment requirements are constrained and limited—San Francisco can offer the USOC a partnership plan through the marketing joint venture that has the potential of generating a great upside in revenues for the USOC through the 2012 sponsorship program.

San Francisco will enter into a partnership that either 1) allows the USOC to provide a set revenue guarantee and control the upside potential through its own sales effort or 2) provides an OCOG-led sales team/effort and then shares the surplus revenues above the "guaranteed" threshold with the USOC on an equitable risk/reward basis.

San Francisco 2012 can extend this offer and opportunity to the USOC—and clarify the financial picture for the future—because its plan is so fiscally conservative and because the entire operational plan is based on the principles of sustainable development. The limited capital investments of the San Francisco 2012 plan ensure that the legacy of the 2012 Olympic Games will be "team-centric"—and accrue to the USOC and America's future Olympians—and not exclusively "city-centric," prioritizing the needs of a single metropolitan area.



San Francisco 2012 will work with each NGB to maximize the opportunities for national and world championship events in their sports throughout the international bid competition and in the years leading up to the Olympic Games in 2008 and 2012.

