



TORMENTA FC

Academy Programming
Strategic Plan – 2019 & 2020
February 2019



TORMENTA FC

Pros Start Here. Pros Are Here.

TormentaFC.com

Youth sport matters.

And it often comes with an extensive set of challenging questions for parents. However, far too many soccer participants and their families involved in the current youth soccer model have lost trust in organized youth soccer programming and the developmental process. For the elite youth soccer player, the significant setback in 2018 of the U.S. Men's National Team failing to qualify for the World Cup calls into question that very training process. And for the family eager to have their daughter or son enjoy the fitness and social benefits of sport, far too many programs treat this important development stage as an unfortunate after-thought.

At Tormenta FC, we decided to create a youth soccer club that would restore and strengthen trust among players, parents, coaches, families, and communities to create an environment and culture in which all soccer playing participants could thrive. Reimagining the modern youth soccer club as a place for developing our children into young adults of character has inspired us to create a safe and inviting place for all children to play -- regardless of current athletic potential or mindset.

As the only youth soccer club featuring a direct path to a professional team in South Georgia and the Low Country, we will feature various playing levels and programs specifically designed to improve players season to season and year to year based on individual player commitment and dedication levels. Whether the intent of a player is to have fun and play more soccer, make their middle or high school team, participate in the leading youth soccer leagues and tournaments in the country, play collegiate soccer, compete at the professional level, or even to make the United States national team -- we have a program and a path to help achieve those dreams.

Our vision for success is to *create an environment and culture in which all members thrive*. Tormenta FC Academy participants develop a love for the game that will take them into adulthood, experience soccer at the highest level possible given their athletic potential, and learn important and valuable life skills and lessons that sport is uniquely positioned to teach.

Starting in Fall 2019, our recreation and elite programming will become a valued service in South Georgia and the Low County of South Carolina.

Sincerely,

Brad Nein

Director of Youth Soccer Operations
912-257-3989
BNein@TormentaFC.com

Darin H. Van Tassell, President
Tormenta FC
DVanTassell@TormentaFC.com



TORMENTA FC



Tell Me More About Tormenta FC

“Tormenta” is the Spanish word for storm, and “FC” is simply an abbreviation for “Football/Fútbol Club.” At the heart of our club’s crest is an ibis, a bird common to the coastal areas of Georgia and the Carolinas. Featured in the crest with lightning bolts in its wings and cloudy skies and waves underneath, the ibis is also known for its bravery in the animal kingdom. Indeed, it is the last animal to retreat from a storm (tormenta) and the first to reappear once the storm has passed.



Such a background story embodies what our professional soccer organization seeks to emulate. At our club, we have hard-working people from top to bottom. This includes our owners, front office staff, players, and even fan base. We do not shy away from challenges. We actually invite them. Leadership and paving the way -- The Tormenta Way -- is an identity we cherish. We’re committed to showing the rest of the country that it is an approach to growing a youth soccer club that matters as well.

Where Does Tormenta FC fit into the soccer landscape in the United States?

Tormenta FC launched its franchise in 2015, competing in the USL’s Premier Development League (PDL) in 2016 for the first time. After the 2017 season, we announced that the organization will add a professional team in the USL’s newest division, in addition to keeping the amateur team we already operate.

For those that don’t follow soccer closely, the USL has recently rebranded its leagues to make the pathway easier to understand. The new structure will emulate a proven league structure that is currently used in England. For comparison purposes, England’s top division is known as the Premier League, while the top division in the US is known as Major League Soccer (MLS), the league that Atlanta United competes in now.

After the top league in England, each division is known as:

Major League Soccer	(Division 1)
USL Championship	(Division 2)
USL League One	(Division 3)
USL League Two	(Division 4)

FORMER	NEW	ABOUT
		<p>United Soccer League</p> <p>Originally founded in 1986, the United Soccer League has become one of the most sophisticated soccer organizations in North America over the past decade. Comprised of three leagues as it enters 2019, the USL is set to bring high-level competition to more than 100 markets across the United States and Canada in the coming years.</p>
		<p>USL Championship</p> <p>The USL Championship is one of the most successful professional soccer leagues in the world, reaching a population of more than 84 million and fueling the growth of the game across North America. In 2018, The Championship had the biggest season in its history, with almost 3 million fans attending games over the league's regular season and postseason.</p>
		<p>USL League One</p> <p>USL League One is shaping the future of the game in the United States, uniting passionate fans in new markets with the thrill of a proven professional soccer experience. After being announced in 2017 as the USL's third division, USL League One is set to make its debut in Spring 2019 with 10 teams prepared to feature in a 28-game season.</p>
		<p>USL League Two</p> <p>The elite pre-professional tier in North American soccer, USL League Two (formerly the PDL) features over 60 franchises in four conferences throughout the U.S. and Canada. League Two has proven to be a vital stepping-stone for top professionals now playing throughout the world, with over 70 percent of all selections in the MLS SuperDraft since 2010 having PDL experience.</p>

The names may be foreign to a non-soccer audience, but the structure itself is easy to understand. It brings all the lower leagues under one recognizable brand. England has the most successful and prestigious lower division structure, so it's easy to grasp why the USL rebranded their leagues to emulate that same structure. The visual below best explains the US Soccer structure, England's structure, along with baseball's structure:



U.S. PROFESSIONAL SOCCER LANDSCAPE



The U.S. Soccer Federation sanctions three divisions of professional soccer in the United States. The divisions are separated by standards regarding ownership net worth, market size, stadium size as well as additional criteria.



Why will Tormenta operate two teams? Since USL League One is a professional league and USL League Two is an amateur one, it allows us to bring professional soccer to our area but also permits us to continue to promote our elite amateur players. It was very important for us to keep our USL League Two team, as this provides our region -- and club players we will seek to grow -- with a clear pathway to the professional game. The USL League One season will run from late March to early October, with the potential of playoffs in early October. The regular season will consist of 28 games.



The USL League Two season -- where Tormenta FC 2 will play -- will continue in the same window as past seasons, running from early May to mid-July, with playoffs in late July and early August. That league will continue with 14 league games. Per NCAA rules, no player in college can join a professional team until after their senior season is complete. Our professional team will have no current NCAA players as that would violate NCAA's policy. Of the players on our League One roster, many of them played for Tormenta FC in League

Two. That is why keeping our League Two team is so important as we have the unique opportunity to invite players that we think are talented enough eventually to play for the League One team -- the same kind of logic in play in minor league baseball. Of course, not every player will be good enough to sign a professional contract, but we have that option for the ones who perform well in League Two to make that next step. Only three other clubs in North America have what Tormenta FC has in terms of operating teams in both League One and League Two.

Will Tormenta FC ever play Atlanta United? Atlanta United competes in MLS and their second team, Atlanta United 2, competes in the USL Championship. Our organization covers the other two leagues, USL League One and USL League Two. While we recently played Atlanta United 2 in an exhibition game, the answer to the question in short is that no league games will be against Atlanta United. However, there is a competition in which we could potentially play Atlanta United: the US Open Cup. This competition pairs teams in terms of geographic distance. Tormenta FC 2 qualified for this competition by winning the Deep South division in 2018. Tormenta FC will automatically qualify as all professional teams are given automatic berths into the competition. The MLS teams usually enter in the 3rd Round of the competition, so if either of our teams keep advancing in the Open Cup, we could very well face Atlanta United.

Where are Tormenta FC's home games played? Since 2016, we have played at Erk Russell Park on the Georgia Southern University campus, directly adjacent to Paulson Stadium where the Eagles play their own brand of exciting football. Beginning in 2020, we will move into our new 5,300 seat stadium to be located as part of the existing 64-





acre complex that is The Clubhouse (ClubhouseStatesboro.com) in Statesboro. Once our stadium is built, we will also house the Men's and Women's NCAA Division I soccer teams for Georgia Southern. Tormenta FC and Georgia Southern Athletics are separate and operated by completely different staffs. What a venue this will also be for youth soccer!



What this means for Youth Soccer in Our Area:

Beginning in Fall 2019, Tormenta FC Academy programming will be rebranded to have a direct connection with the professional franchise. The organization will initially feature branches in Savannah, Statesboro, Jesup, Hardeeville, Bluffton, and Hilton Head.

Vision Statement: Create an environment and culture in which all members thrive.

Our Mission: Sport is truly one of the world's most important global languages, for it has the capacity to build bridges that connect communities in all the ways that we too often separate ourselves. And while the barriers of gender, race, age, and class deserve serious attention, sport can bond communities in powerful and meaningful ways. Our mission is to do so by developing youth through the sport of soccer by providing exceptional leadership, a commitment to best practices, and a belief that fun is the reason that kids want to play and why they will keep playing. In short, Tormenta FC Academy seeks to be a catalyst in the communities we live in.

Core Values:

- **T** Teamwork
- **O** Openness
- **R** Responsible
- **M** Motivated
- **E** Enjoyment
- **N** Noteworthy
- **T** Thankful
- **A** Ambitious

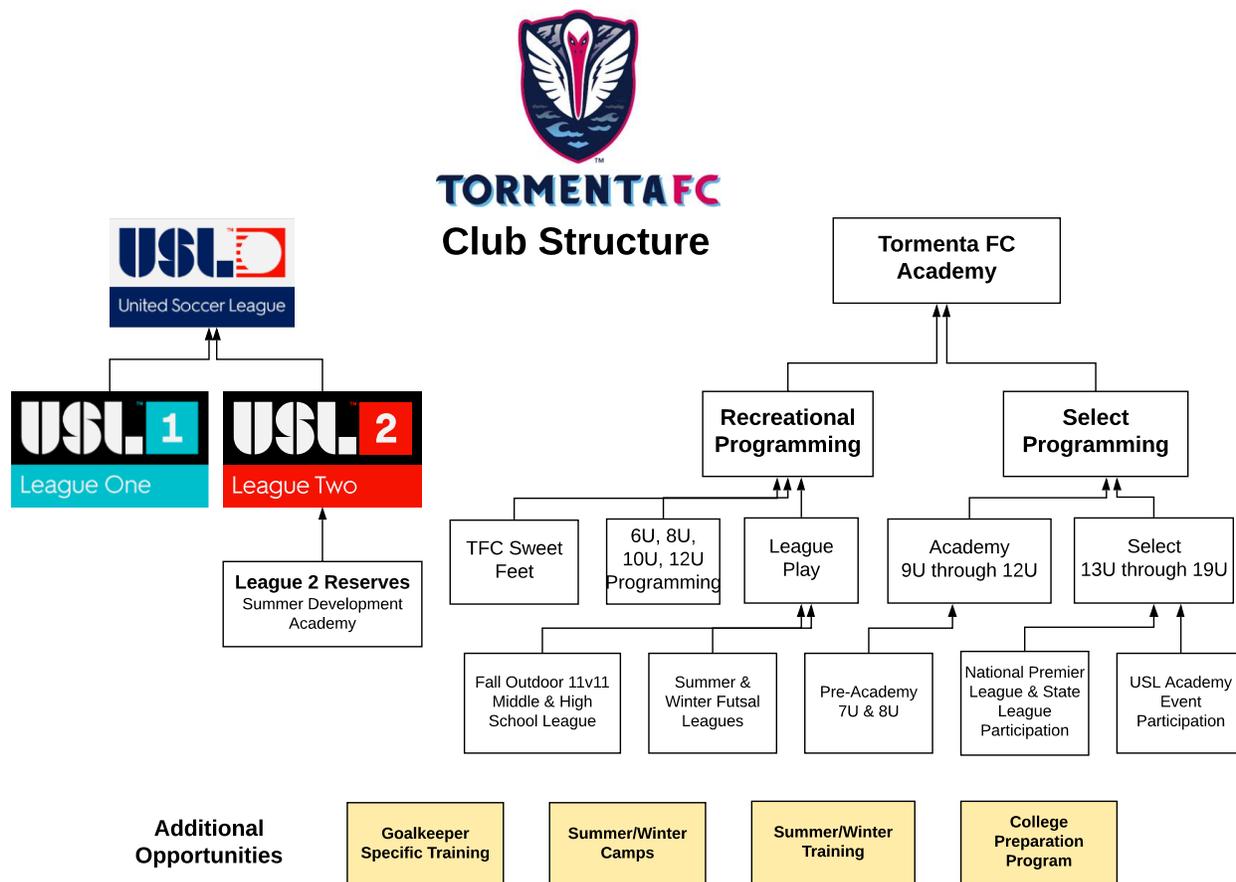
Goals: This strategic plan is anchored on three goals that will drive the work of the organization. They are as follows:

1. Ensure all members have a positive experience.
2. Establish a membership base in Savannah, Statesboro, Jesup, Bluffton, Hardeeville, and Hilton Head.
3. Increase awareness about the Tormenta FC League One and League Two teams.

In order to accomplish our goals, five strategic priorities have been established:

1. Club Programming and Organization
2. Organizational Rebrand
3. Community Outreach Initiatives
4. Leadership Development Program
5. Fund Development Program

Strategic Priority 1: Club Programming and Organization

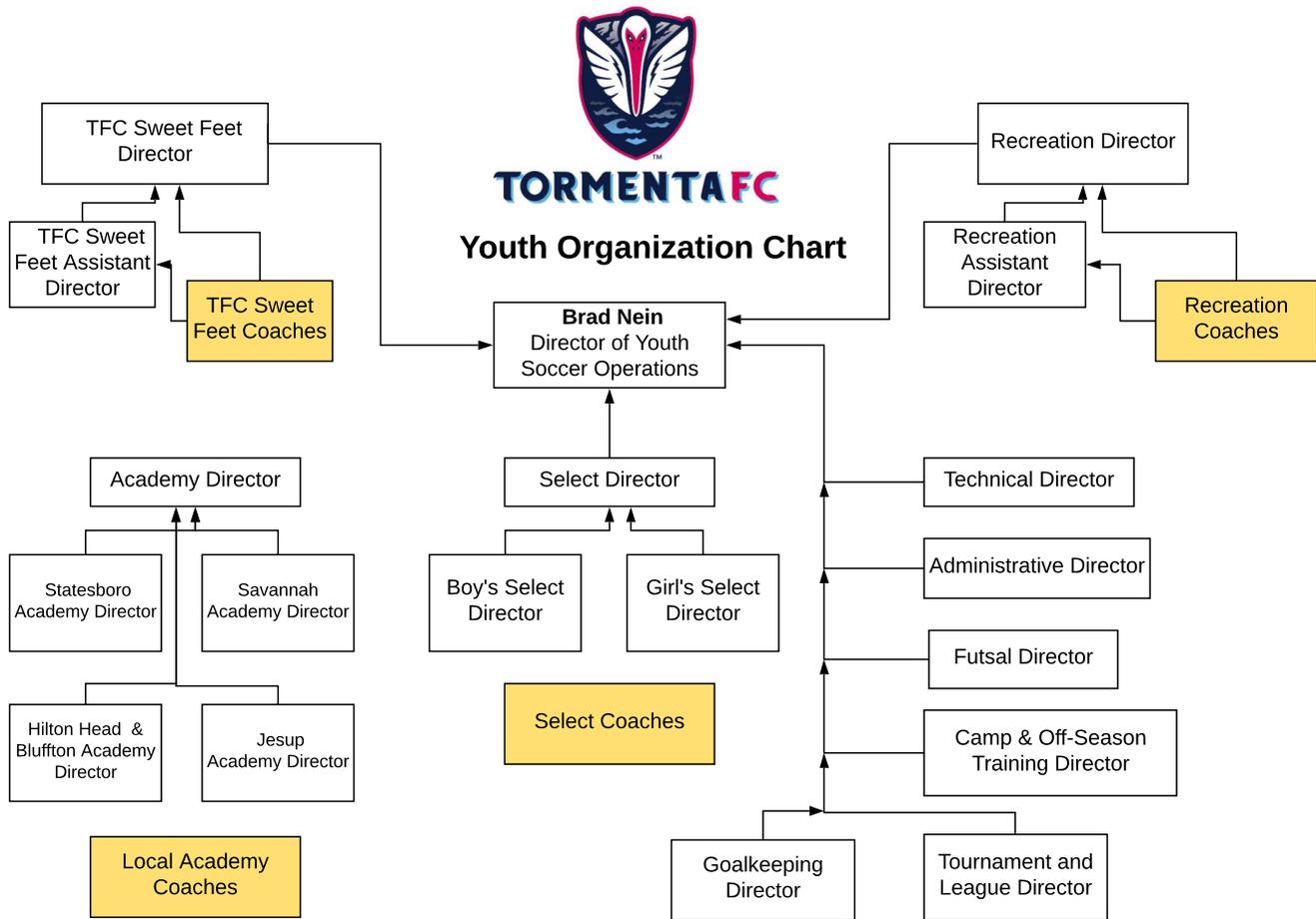


Key youth programs and services include:

- TFC Sweet Feet is an entry level recreation program designed to take place at schools or other recreational locations for children between the ages of 2.5 and 8.
- Recreation programming in the greater Savannah area that is designed to accommodate youths of all skill levels that require no previous playing experience. The age groups will range from 6U through 12U with training and game play organized by volunteer coaches.
- Competitive league for players in middle and high school that want to participate in playing soccer outside of the “traditional” school sponsored season of soccer.
- Academy programming for participants between 7U through 12U to provide advanced development opportunities.

- Competitive sanctioned league play for participants 13U through 19U interested in playing and training at a competitive level with teams that compete in a statewide or regional league.
- Competitive futsal leagues in the Winter and Summer in Savannah and Statesboro for participants from 10U through 19U.
- In season and out of season specific goalkeeper training opportunities.
- Summer and winter training and camps that feature opportunities for player development through fun, exciting, and challenging sessions.
- A college preparation program that prepares competitive players for their future by providing members with access to Tormenta's professional and youth coaching staff.
- An emphasis on the health and wellness of members through a structured Sports Medicine Program and unique partnership with Optim Healthcare, which provides a way for club members to receive medical treatments and assessments for injuries suffered during play as well as education to Tormenta FC Academy Amembers, coaches, and staff regarding concussions, injury prevention, and proper nutrition.

Strategic Priority 1: Club Programming and Organization (continued)



Tormenta FC Academy firmly believes that the development of our coaches is essential to the growth and development of our program and the success of our players. It is our duty to develop each players passion for soccer by providing them with enjoyment, positive experiences, and learning opportunities no matter what their current capabilities are. Tormenta FC Academy will always strive to develop the passion so that we can develop the player.

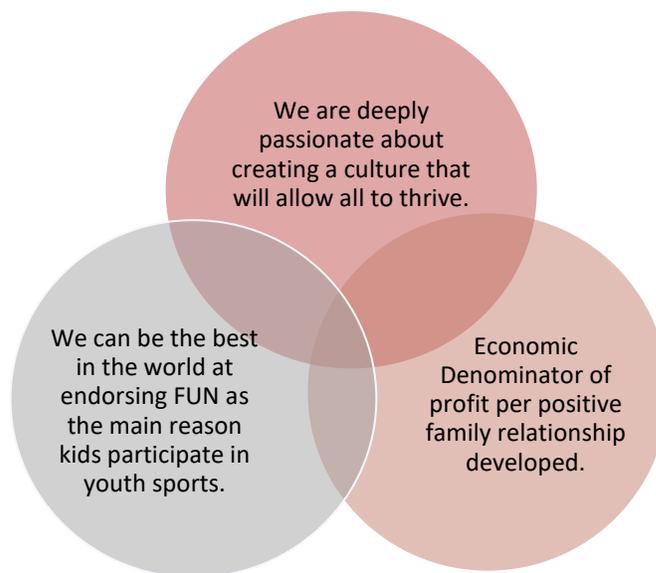
Helping players maintain a strong desire to continue their involvement in the sport and allowing them the opportunity to unlock their potential means adopting a long-term perspective that is truly concerned about player development. We aspire to create a positive difference for each Tormenta FC Academy family by creating an environment and culture in which all members thrive.

Strategic Priority 2: Organizational Rebrand

Rebuild the Tormenta FC Academy reputation to be an inviting place for all children to play regardless of current athletic abilities or potential. Our youth soccer club will restore and strengthen trust among players, parents, coaches, families, and communities to create an environment and culture in which all participants thrive.

Action Plans:

- Develop a clear organization philosophy that encompasses transparency in our values and beliefs.



Hedgehog Concept: These circles are used as a frame of reference for all organizational decisions. The three circles represent what we can be the best in the world at, what drives our economic engine, and what we are deeply passionate about.

- Develop clear objectives/targets, curriculum, and an internal and external communication plan for each program within Tormenta FC Academy.
 - Assess member programming needs to insure multiple entry points/pathways in order to achieve our vision/mission.
- Create a customer service metric specific to each program within the Tormenta FC Academy structure.
 - Create program specific surveys, targets, survey responses and action plans based on survey responses twice a year.

Strategic Priority 3: Community Outreach Initiatives

Develop community-based programming to underserved areas in order to diversify membership and engage a larger number of participants and fans.

Action Plans:

- Conduct inventory of current community outreach efforts and implement changes that will enhance underserved communities' access to our programming including the creation of community-based partnerships.
- Assess and implement changes as necessary to enhance staff's ability to develop community-based programming.
- Develop a defined recruitment process to better reach underserved communities, thereby diversifying our membership base.
- Provide youth registrants with experiences that enhance their Tormenta FC involvement with the professional club.

Strategic Priority 4: Leadership Development Program

Create a high-performance culture of excellence, accountability, and teamwork that when combined with capable leadership and a clearly defined organizational structure, will result in high levels of employee and membership satisfaction and retention.

Action Plans:

- Provide adequate training to both staff and coaches while both recruiting new talent and retaining existing talent all with the goal of ensuring sustained quality in player development and the development of positive Tormenta FC Academy community relationships.
- Establish a pay structure that takes into account playing experiences, professional experiences, coaching licenses earned, and intangibles needed to be a successful youth soccer professional.
- Develop and implement a performance measurement structure for coaches and administrative staff.

- Design and implement an on-boarding process for new employees.
- Develop and implement a leadership development program in addition to a succession plan to ensure a planned pathway is in place for future leaders in our organization.
- Develop and implement competencies and values by which we will measure our success.

Strategic Priority 5: Fund Development Program

Create and implement a fund development plan rooted in diverse sources of funding that is both belief-oriented and maximizes membership benefits.

Action Plans:

- Identify and develop relationships with sponsors that will help fund/align with strategic priorities.
- Develop a marketing campaign to support fund development efforts.
- Create a plan to diversify revenue streams while also increasing membership benefits, including activities such as:
 - Annual scholarship campaign
 - Capital campaign
 - Fall/Spring fundraiser
 - Club kick-off night
 - Cancer awareness fundraiser
- Create opportunities for staff to initiate and lead new events and fundraising programs by leveraging innovative approaches to fund development that reward both staff and the organization for successful efforts.

Summary

As Tormenta FC Academy rebrand enters the youth market, this document will serve as a blueprint to guide the organization's growth and development. While the professional organization has already experienced many successes, our youth staff, coaches, and administrators look forward to serving the next generation of Tormenta FC fans and players by establishing standards of excellence to better the overall organization. It is a plan that is challenging, but exciting:

1. Build club programming and organization in the most effective way possible.
2. Rebuild the Tormenta FC Academy organization reputation.
3. Administer programs to reach players of all ages and abilities.
4. Develop leadership training and implement funding streams – while maintaining a consistent focus on the organization's vision, mission, and core values.



TORMENTA FC

Pros Start Here. Pros Are Here.