**Appendix 1: Evolution of the Project Organization**

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|  | **Phase I:**  **Formative Years**  **(1987- 1990)** | **Phase II:**  **Establishing the Task Force**  **(Nov 1990 – May 1994)** | **Phase III:**  **The Tournament Arrives**  **(Jun-Jul 1994)** | **Phase IV:**  **Lasting Legacy**  **(Aug 1994 – 2010)** |
| **What is Happening** | USA bids to host, 1987  USA awarded hosting rights, July 1988  Aim was for a long-term legacy for professional soccer in the USA | Established non-profit corporation as vehicle for Bid to Host in San Francisco Bay Area (SFBA) Region  Win bid to host world Cup Games in the SFBA | FIFA World Cup 1994  Six games held at Stanford Stadium | Legacy Committee established  Grants awarded to SFBA soccer community  San Jose awarded an MLS franchise for inaugural season in 1996. Hiatus in 2006 but returned to the League in 2008  FIFA Women’s World Cup 1999  included 1 game at Stanford, although the Host/Legacy Committee not directly involved in organizing it  Legacy Committee dissolved |
| **Institutional Logics** | Balanced Logics:  Market, corporation, state | Market logic and corporation logic stemming from the national World Cup promoters are the dominant forces in early stages  Corporation logic within the organization emerges as the corporate form takes shape  State logic exists as local authority and tax laws dictate, but clashes with others (i.e. minimise the costs to ensure a profit) but with longer-term vision of co-existence, i.e. using commercial profits to invest in society whilst developing a sustainable market.  Corporation logic stemming from the national World Cup promoters clashes with market logic and state logic, as its requirements and behaviours are perceived to at times undermine ‘local’ efforts | Market logic, corporation logic, and state logic at times all clash, over objectives to be profitable whilst providing effective public services (i.e. traffic and security/policing) and to fulfil requirements for Media Center and branding handed down from the national World Cup organizing corporation | State logic and corporation logic co-exist as the Host Committee transforms into the Legacy Committee  Market logic also important but development of a sustainable soccer market is a potential and strived for by-product from societal objectives. |
| **Organizational Form** | A national level bid was made.  No regional host bodies yet formed | 501(c)(3) corporation:  “San Francisco Bay Task Force ‘94”  When awarded host venue status, changed name to:  “San Francisco Bay Host Committee” | Still operating as “San Francisco  Bay Host Committee” | “San Francisco Bay Area Youth Soccer Legacy”:  A unanimous decision to retain corporate name ‘San Francisco Bay Area Task Force ‘94’ but to do business as ‘San Francisco World Cup Legacy Committee’  Consensus for the legacy to emphasise disadvantaged youth aged 18 years and under in the Bay Area |
| **Organizational Composition** | Formative: Loose collection of individuals, Bid Committee not yet existent | Prominent SFBA business and sports persons: Many alumni of the university venue, and with history of involvement and promotion of soccer in the SFBA since the 1950s, plus youth soccer representatives. | As per previous column | As per previous column but with some changes in membership to reflect greater emphasis on investment in youth soccer |