

PROCEEDINGS

UNITED STATES SOCCER FEDERATION
NATIONAL COUNCIL MEETING

The Scottsdale Resort at McCormick Ranch
Scottsdale, Arizona

February 16th, 2019
8:00 a.m. - 11:45 a.m.

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1 PRESIDENT CORDEIRO: Good morning.
2 If you haven't already, can I invite you to please
3 take your seats.
4 (Whereupon, a video was played.)
5 PRESIDENT CORDEIRO: On that note,
6 good morning, everyone. Welcome to Scottsdale.
7 Welcome to our Annual General Meeting. As
8 President of U.S. Soccer, I hereby call our
9 National Council Meeting to order. It's wonderful
10 to see you all. So many friends, colleagues and
11 partners. We come from every corner of our
12 country, from every kind of community, but we're
13 all here for the same reason. We all love this
14 game and we all want to make soccer in America the
15 very best it can be.
16 So on behalf of all of us at
17 U.S. Soccer, let me express our appreciation,
18 firstly, to everyone here at The McCormick Ranch
19 Resort for their hospitality and thank you as well
20 to all our local members, our youth, the Arizona
21 Soccer Association, and our adults, the Arizona
22 State Soccer Association. It was great to see so
23 many of you --
24 (Applause.)
25 PRESIDENT CORDEIRO: And we have

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1 sunshine today. It was great to see so many of
2 you at your council meetings yesterday and hope
3 you all had a good time at last night's welcome
4 event, but not too good of a time, I hope. We
5 have a full schedule today, including tonight's
6 dinner, when we'll present our highest honor, the
7 Werner Fricker Builder Award, to the one, the only
8 April Heinrichs.
9 (Applause.)
10 PRESIDENT CORDEIRO: We have a lot
11 on our agenda this morning. So I want to get
12 right to it.
13 Here at U.S. Soccer we're not
14 just a Federation, we're a family, and when a
15 member of our family succeeds, we're united in our
16 pride for them and when we lose a member of our
17 family, we're united in our grief.
18 Could I ask you to please stand
19 for a Moment of Silence as we remember and honor
20 the friends and members of our soccer family who
21 left us this past year.
22 (Whereupon, a Moment of Silence
23 was had.)
24 PRESIDENT CORDEIRO: Thank you,
25 everyone. Please take your seats. The friends we

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1 lost this year knew that soccer truly brings us
 2 together as communities, as a country, as a
 3 country that has been defended by patriots and
 4 this includes military veterans on our U.S.
 5 Paralympic Team such as Gavin Sibayan.
 6 Growing up in Colorado, Gavin
 7 loved sports, including soccer. He enlisted in
 8 the U.S. Army, attained the rank of staff sergeant
 9 and deployed to Iraq. During a one-month period,
 10 his convoy was hit by explosive devices on three
 11 separate occasions. He is the recipient of two
 12 Purple Hearts. Later returning home, he suffered
 13 two strokes and lost feeling on his right side.
 14 But he said "I couldn't let anything hold me
 15 back."
 16 He started competing with our
 17 Paralympic Soccer Team. He represented the United
 18 States at two Paralympics and here at the Federation
 19 Gavin serves on the Athletes' Council. Gavin has
 20 worn the uniform and fought for our nation. He has
 21 worn the crest and played for our nation and we're
 22 deeply honored this morning that Gavin is with us
 23 today. I'm going to ask you to please join me in
 24 welcoming and thanking Gavin and stand as he
 25 leads us in the Pledge of Allegiance.

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1 (Whereupon, the Pledge of
 2 Allegiance was recited.)
 3 PRESIDENT CORDEIRO: Thank you,
 4 Gavin, for your service to our nation and, at this
 5 point, can I invite Bob Kepner, chair of our
 6 Credentials Committee, to come up and conduct the
 7 roll call, provide the Credentials Committee
 8 Report for today's meeting. Bob?
 9 MR. KEPNER: I'll be right there. I
 10 took my little detour because I wanted to say
 11 hello to Cindy Parlow Cone who is originally from
 12 Tennessee, but now she is a North Carolinian and
 13 she is a favorite to all of ours. So she is
 14 outstanding and I just wanted to say hello. So
 15 welcome to Arizona, Cindy.
 16 MS. PARLOW CONE: Thank you.
 17 MR. KEPNER: It gives me enormous
 18 pleasure -- boy, this is a hard to see place in
 19 here, isn't it, Carlos? It's always a pleasure to
 20 stand before you and to welcome you and also to
 21 explain how this all goes about. Those of us who
 22 have been around for a long time remember before
 23 we had these little keypads and song we had cards
 24 and everything. Lots of the folks in this room
 25 remember that.

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1 For a number of years, we've had
 2 a special way of balancing the votes. Carlos
 3 emphasized that we're a family and that's the
 4 essential element of our system for voting. We
 5 want every member of the United States Soccer
 6 Federation family to be a legitimate whole part of
 7 that family and that's the basis for the voting
 8 system that we have.
 9 So we'll go ahead and explain it
 10 and I'll start out with a statement that we know
 11 we have four different councils; the Youth, the
 12 Adult, the Pro and the Athletes. The three first
 13 ones; the Youth, the Adult and the Pro, they are
 14 equally weighted. This is not new information to
 15 you, but I always do remember that sometimes we
 16 have some brand new people to our gathering here.
 17 So I'd like to explain the little details of how
 18 we do it.
 19 We go on the basis of using the
 20 largest of those three groups and that's the
 21 Youth. In this case, you'll find out that there
 22 are 301 votes. That's not necessarily the number
 23 of people, but 301 votes, and then using magical
 24 mathematics we equate the Adult Council vote to
 25 equal that and the Pro Council vote to equal that.

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1 And then we add some of the other persons, the
 2 other members, and together -- we add all of those
 3 together and then balance out so that the
 4 Athletes' vote is effectively at least 20 percent
 5 of the total vote.
 6 So I'll give you the details. I
 7 believe you showed the first slide that that was
 8 the Youth Council already and I presume the Adult
 9 Council was shown. Let me just run through the
 10 numbers. Looking out with the lights it's a
 11 little difficult. Okay. The Youth Council you
 12 can see 301 votes. We've listed all of the state
 13 associations, affiliate organizations and the
 14 commissioners total of 301. So mathematically the
 15 three councils; Youth, Adult and Pro must equal
 16 that. So we'll move onto the Adult.
 17 Same effective system here and
 18 we take 193 and we're going to have to use some
 19 magical mathematics to make 193 equal to 301 and
 20 we'll do that in a moment. So we'll move onto the
 21 Pro's. And I want to say that I'm very pleased
 22 with the attendance of the Pro's this time. This
 23 is the largest number of delegates that we've ever
 24 had and so I want to applaud them personally.
 25

1 (Applause.)
 2 MR. KEPNER: Being part of the
 3 family and being part of the process is absolutely
 4 critical. We'll move on to the others, the next
 5 slide, and you see that we have the Athletes'
 6 Council, 11 here. And that's close to the number
 7 that we had last year. That was the record that
 8 we had. That's very important. We'll move on to
 9 the next slide.
 10 And the other affiliates and you
 11 see national associations and such, other members
 12 total 14. Well represented. We'll move on. And
 13 then we have the Life Members, a critical part of
 14 our -- our membership. These are folks who have
 15 done all of the things through the years to keep
 16 us -- get us started and keep us going. So we
 17 appreciate their continuing to attend.
 18 Next slide, the Board of
 19 Directors and the past Presidents. This, of
 20 course, is the first time we've had three persons
 21 listed in that past presidents category. So Bob
 22 Contiguglia, Dr. Bob; Alan and Sunil now is the
 23 newest person. Sunil also does sit on the Board
 24 of Directors, but, you see, each person can only
 25 have one -- vote for one entity and so Sunil,

1 although sitting on the Board of Directors,
 2 also -- only votes as a past president.
 3 Okay. Next slide. And then I
 4 talked about the fact that we have a multiplier
 5 situation. So you can see on the far left all of
 6 those numbers added up. Those added up to 558 and
 7 then we have to equate the Adult Council and the
 8 Pro Council to equal the Youth Council and then
 9 the Athletes' Council. We add the 301 times 3 is
 10 903, plus 36 is 939 and then 20 percent of the
 11 total mathematically of the 1,181 is 242. So this
 12 is our system, the multipliers, and these are
 13 already in your individual keypads and we spent
 14 time last night putting them out there on the
 15 tables at your spots.
 16 So the Youth Council obviously
 17 one, Adult Council you can see -- I won't go
 18 through them individually, but each time we vote
 19 this is the way it works. So thank you for that.
 20 I do want to say a couple of
 21 things here. Practice is very important in life.
 22 We do that in soccer all the time. I know. And
 23 you have keypads in front of you that look very
 24 complicated. If I can borrow yours, yes, it's a
 25 horribly complicated item, but it has power. So

1 I'd like you to pick it up and we're going to
 2 practice the use of this complicated device and we
 3 have a special question that we want to ask you
 4 and if we go ahead and display that question.
 5 First, I'll explain. Voting is
 6 live when the question appears on the screen. For
 7 bylaws, you'll select 1 for yes and 2 for no. You
 8 can change your vote until voting stops and the
 9 way we do it is I'll signal it by saying "Vote
 10 now" or "Stop voting now" and it counts down 5, 4,
 11 3, 2, 1 and then it stops at that point. You have
 12 to have voted already. So you can see it's --
 13 it's a very important thing.
 14 Let's go to the next slide. So
 15 here's your practice question.
 16 Have you ever attended a FIFA
 17 Women's World Cup?
 18 Push 1 for yes and 2 for no.
 19 Okay. Vote now. 5, 4, 3, 2, 1.
 20 Let's see what the results are.
 21 And that's excellent 43.2 percent say "Yes" and
 22 56.8 percent say "No."
 23 Now, as I looked around the
 24 room, though, as you were doing that, I saw some
 25 nervousness about how to use these devices. And

1 let me tell you a story. Last night -- you know,
 2 the Credentials Committee spends hours getting
 3 ready for these events and practically spend the
 4 whole night and I was out in the desert last night
 5 after we finished up in here and low and behold
 6 unbelievably two animals walked up to me.
 7 I said "What are you doing?"
 8 "Well, I happen to be the state mammal" and you
 9 can see the cat on the side. There, number one,
 10 is the ring-tailed cat. That's the state mammal
 11 of Arizona. The friendly little fella on the
 12 right, number two, is a ridge-nosed rattlesnake
 13 and those two fellows slithered and walked up to
 14 me and I said "What are you doing?" "Well, we're
 15 out here playing soccer" and I said "Okay. Are
 16 you any good at it?" "Oh, absolutely. Very good"
 17 and the cat said "When it comes to a soccer ball,
 18 I'm the best around." So he certainly knew the
 19 shape of the ball.
 20 And the snake, the rattlesnake,
 21 said "I'm the -- hiss -- I'm the best there is."
 22 So I'm going to ask you now to vote to see who --
 23 which of the two would win a penalty kick
 24 shootout, the ring-tailed cat or the ridge-nosed
 25 rattlesnake. Push 1 for the cat and 2 for the

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1 rattlesnake.
 2 Okay. 5, 4, 3, 2, 1. Let's see
 3 the result. Oh, my gosh the cat did it. You know
 4 what the snake said? "I tried my best to rattle
 5 you, but it just didn't work." The cat responded
 6 "I'm feline fine."
 7 Thank you very much to the
 8 members of the staff who have gotten all of this
 9 together; Caitlin Carducci, Greg Fike, Lydia
 10 Wahlke, Pinky Raina and Lynn Frazier and the
 11 members of the committee; Siri Mullinix, Kathy
 12 Zolad, Dimitrios Efstathiou and Tony Falcone. You
 13 have done a superlative job in getting this all
 14 done.
 15 I will now ask for a motion to
 16 accept the Credentials Report.
 17 AUDIENCE MEMBER: Move it.
 18 AUDIENCE MEMBER: Second.
 19 MR. KEPNER: I hear a motion. I
 20 hear a second. All those in favor, please say
 21 "Aye."
 22 MULTIPLE SPEAKERS: Aye.
 23 MR. KEPNER: Opposed, please say
 24 "No." The motion carries. Thank you very much.
 25 Have a nice meeting.

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1 (Applause.)
 2 PRESIDENT CORDEIRO: Okay. On that
 3 note, thank you, Bob. Thank you to the entire
 4 Credentials Committee. You did great work. Let's
 5 move on.
 6 Everyone should have received
 7 the transcript of our meeting last year in
 8 Orlando. The meetings -- the transcript was
 9 approved by the board as draft minutes and has
 10 been published on the U.S. Soccer website.
 11 If there are no further
 12 corrections, the minutes will stand as approved.
 13 All right. Thank you.
 14 Moving on, today we can all take
 15 pride that soccer in America is more popular than
 16 ever with more players, more coaches, more
 17 referees, more fans than ever before and for this
 18 we can thank countless leaders who have devoted so
 19 much of their lives to this sport and to our
 20 Federation, especially our distinguished Life
 21 Members.
 22 We're honored to be joined by
 23 some of them today and if I can name them out;
 24 Gianfranco Borroni, Dr. Bob Contiguglia, Mike
 25 Edwards, Burt Haines, Gerhard Mengel, Francisco

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1 Marcos and Hank Steinbrecher. Welcome. Please
 2 stand up.
 3 (Applause.)
 4 PRESIDENT CORDEIRO: Thank you.
 5 Thank you. I'd also like to acknowledge and thank
 6 our past presidents. I don't think Alan is here
 7 today. I haven't seen him this morning. But, of
 8 course, Dr. Bob and Sunil Gulati to my right.
 9 We're also very, very pleased to be joined by a
 10 number of special guests and please join me in
 11 welcoming, and I'd ask you to stand as I call you,
 12 the president of Canada Soccer, a great partner,
 13 friend of ours in our united 2026 bid to bring
 14 back the Cup to North America Steve Reed.
 15 (Applause.)
 16 PRESIDENT CORDEIRO: From UEFA, over
 17 in Switzerland, head of National Teams competition
 18 Lance Kelly.
 19 (Applause.)
 20 PRESIDENT CORDEIRO: And from FIFA,
 21 the Regional Development Manager of the Americas,
 22 Jose Rodriguez and Director of Member Associations
 23 of the Americas Jair Bertoni.
 24 (Applause.)
 25 PRESIDENT CORDEIRO: And if I might

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1 add, Jose and Jair, we thank FIFA for its
 2 continuing support of all of its member
 3 associations, including our own, particularly with
 4 programs like FIFA Forward. We're very, very
 5 grateful to you. Thank you.
 6 (Applause.)
 7 PRESIDENT CORDEIRO: And another
 8 critical player in our 2026 bid, in fact, he was
 9 instrumental in winning support, strong support,
 10 unanimous support, from CONCACAF for our bid. We
 11 could not have won without them, CONCACAF
 12 President Victor Montagliani.
 13 (Applause.)
 14 PRESIDENT CORDEIRO: I'm delighted
 15 that Victor will share a few words with us later
 16 this morning.
 17 On that note, let me turn to the
 18 Presidents Report. A year ago, you gave me the
 19 incredible honor of serving as president and, once
 20 again, from the bottom of my heart, I thank you
 21 for this great, enormous privilege. It's been
 22 deeply humbling and I'm grateful to so many of
 23 you. We are, after all, a Federation. We're only
 24 as strong as our members and our ability to work
 25 together as one united team.

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1 So to all of you who have
2 offered your talents and your time, I can't thank
3 you enough. When I spoke to you last year, we all
4 agreed that U.S. Soccer needed to change and I
5 promised to focus on four main priorities to make
6 soccer in America the very best it can be.
7 Look, we still have a lot more
8 to do, but the past 12 months, I believe, has been
9 a year of progress and change in these four areas.
10 First, we had to win our bid to co-host the Men's
11 World Cup in 2026. Our joint bid with Canada and
12 Mexico was the first ever three country bid. So
13 we came together and worked together as equal
14 partners in friendship and in mutual respect. It
15 was also the first time that all member
16 associations of FIFA had a vote in that decision.
17 The question of who would host
18 in '26 often, often became mixed with global
19 politics. There were moments when some thought we
20 might not win. So we put together a plan that
21 highlighted not only our world class stadiums and
22 cities, but also our values, our diversity and how
23 our countries welcome people from all over the
24 world. We waged a global campaign, we worked hard
25 for every vote and it paid off. We won by an

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1 overwhelming margin and for the first time ever --
2 sorry -- for the first time in more than 30 years
3 the Men's World Cup will come back to America. As
4 I've said before, and I'll say it again, this will
5 be an extraordinary opportunity to energize soccer
6 in America and not just in '26, but in the years
7 leading up to it.
8 Second priority, we agreed last
9 year that our governance had to be more open, more
10 accountable, more inclusive with more oversight
11 and so it's been a year of reform. I made a point
12 to communicate with all of you regularly so that
13 you know what's happening at the Federation and
14 why. We created two new committees, a Technical
15 Development Committee and a Commercial Committee
16 so that the board now plays a greater role in all
17 Federation activities.
18 All six of our board committees
19 are now under new leadership. Meanwhile, at
20 Soccer House, we restructured our senior
21 management to align with the board and improve
22 that accountability. In fact, I'm pleased that
23 we've now named nine of our ten senior managers
24 who report to the CEO and we're moving ahead with
25 our search for the first ever general manager for

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1 our Women's National Team.
2 We formulized and expanded our
3 membership department so that we're listening to
4 and serving all of our members better. All 12
5 standing committees, task forces and panels have
6 more new members than ever before, new voices and
7 new perspectives from across the Federation.
8 We've strengthened our commitment to diversity,
9 equality and inclusion, including appointing our
10 first ever Chief Talent and Inclusion Officer Tonya
11 Wallach. And, today, we'll elect a new
12 Independent Director and a new Vice President to
13 help us sustain and build on these reforms.
14 So as we move forward, I hope we
15 can also deal honestly with an issue that has come
16 up over the years time after time again, the fees.
17 The fees that you the members, including youth and
18 adults, pay to the Federation. When you raise
19 these concerns, we take them seriously. So we
20 opened the books, we dug into the numbers because
21 it's important that we all know and have the
22 facts. And what we found is that over the years
23 the Federation consistently gives back to our
24 collective membership more than what it pays us in
25 fees.

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1 This is -- this includes, for
2 example, grants to members from our Innovate to
3 Grow Fund. However, this doesn't include the many
4 noncash contributions and support that members
5 receive from the Federation. More importantly,
6 going forward, and that's where I hope we can
7 focus, our overall relationship and how we work
8 together to strengthen it and that's more
9 important to me than who pays what to whom.
10 Of course, growing the game
11 requires something else, growing our budget. And
12 as you'll hear today, we propose to draw on our
13 surplus so that we can increase our spending
14 budget for this new fiscal year by 18 percent to
15 more than \$136 million. This will be our largest
16 increase in several years and our largest budget
17 ever allowing us to increase our investments
18 across the board.
19 With that said, to truly compete
20 with world class programs like Germany, England,
21 France, Spain and others in Europe which have
22 budgets that are much, much larger than ours, we
23 still need to do dramatically better. I'm pleased
24 that with the new major multiyear sponsorships, we
25 are on our way, but we have a long way to go.

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1 I want to share one further
 2 thought on the relationship between the Federation
 3 and its members. As you know, the Federation has
 4 unfortunately been subject to lawsuits from within
 5 our soccer family. Defending each suit consumes
 6 significant time, energy, resources and obviously
 7 including legal fees and I want to take this
 8 opportunity to say to everyone you have my
 9 commitment as President, the commitment of this
 10 board, to being your partner and it is my sincere
 11 hope that instead of rushing to the courts when
 12 there is a disagreement we can work together
 13 through our differences amicably. Instead of
 14 paying huge, massive legal fees to lawyers, let's
 15 invest that money where it really belongs, in our
 16 players, coaches, referees helping our teams
 17 achieve their highest potential.

18 This relates to my third
 19 priority, truly investing in our National Teams.
 20 We're making sure that from now on soccer
 21 operations are run by soccer experts. On the
 22 men's side, I know that change hasn't come always
 23 as quickly as some would have wanted to, but
 24 between doing it fast and doing it right, we have
 25 been determined to do this right and we are. And

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1 we're thrilled, thrilled to have hired our first
 2 ever general manager for the mens three-time World
 3 Cup veteran Earnie Stewart. Earnie --
 4 (Applause.)

5 PRESIDENT CORDEIRO: Earnie led our
 6 search for a new head coach, the first U.S. World
 7 Cup veteran to become head coach of the team,
 8 Gregg Berhalter, who is here with us this morning.
 9 (Applause.)

10 PRESIDENT CORDEIRO: Gregg, I warn
 11 you. We're all soccer experts in this room.
 12 You're going to get a lot of free advice this
 13 morning.

14 We're delighted that
 15 both of you could join us this morning, but with
 16 the rising -- a rising crop of young, talented
 17 players, the new culture, Gregg, that you're
 18 introducing into the squad, we believe our men are
 19 poised for a new era and what does that mean?
 20 Most importantly, defending this year their title
 21 at the CONCACAF Gold Cup. Best of luck.

22 And what an amazing year it was
 23 for our Women's National Team, a historic fifth --
 24 500th win, an undefeated 2018, winning the
 25 SheBelieves Cup and the Tournament of Nations and

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1 their sixth CONCACAF Championship.
 2 Congratulations to Jill Ellis and our
 3 extraordinary women, the #1 women's team in the
 4 world.
 5 (Applause.)

6 PRESIDENT CORDEIRO: Jill couldn't
 7 be with us this morning. They're in Tampa.
 8 They're just beginning camp, but as they're
 9 starting camp as they prepare for the next
 10 SheBelieves Cup, I want to encourage everyone here
 11 to get out, support our women as they get ready to
 12 defend their title at this year's World Cup in
 13 France and bring that trophy home again.

14 But we can't rest on our
 15 laurels. We have to consistently review our
 16 programs and push ourselves to get better. The
 17 truth is our U-20, our U-17 women had another
 18 difficult year. Looking ahead, the competition on
 19 the women's side is only going to get more
 20 intense. Around the world, more nations are
 21 investing heavily in women's soccer.

22 In fact, at the UEFA Congress
 23 last week, which I was at, they announced a
 24 four-year strategic plan to take women's football to
 25 a new level. Now, all of that means that we have

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1 to do even more to sustain the competitive edge of
 2 our women's programs here in the United States and
 3 that is why today I'm announcing a new strategic
 4 review of women's soccer. We're going to pull
 5 together a team of experts from inside and outside
 6 the Federation and I'm going to propose that it be
 7 led jointly by our next Vice President as well as
 8 our future General Manager of the Women's National
 9 Team.

10 We're going to review all levels
 11 from the youngest grassroots programs to the
 12 senior women's team and we're going to undertake a
 13 complete inventory of what we're doing today with
 14 the goal of determining what more we can be doing
 15 and where we can be investing more tomorrow
 16 because we need to ensure excellence across all
 17 our women's teams.

18 So when we look ahead to 2027,
 19 we can imagine, dare I say dream, of once again
 20 hosting the Women's World Cup right here in the
 21 United States including a win on home soil.

22 Beyond our National Teams, we
 23 honor every athlete who wears the crest. This
 24 year we'll be cheering our Paralympians in the
 25 world championship in Spain and the Parapan

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1 American Games in Peru. And the best of luck,
 2 too, to our Beach National Team as they aim to
 3 qualify for the Beach Soccer World Cup.
 4 I'm pleased to announce that
 5 starting this year for the first time ever we will
 6 have a new department at U.S. Soccer focused
 7 exclusively on supporting our extended National
 8 Teams; the Paralympians, Beach and Futsal with the
 9 dedicated budget starting this year at \$2 million.
 10 Strong teams also depend, of course, on a strong
 11 and passionate fan base.
 12 Today, we're once again joined
 13 by members of our Fan Council who I would ask to
 14 stand and be recognized. I'm sorry. I'm not sure
 15 where you are. There they are.
 16 (Applause.)
 17 PRESIDENT CORDEIRO: Thank you for
 18 your commitment and we're delighted, of course,
 19 that so many fans, including younger fans today,
 20 come out to support, especially our women, and
 21 we're always committed to improving that fan
 22 experience. We'll soon be releasing a brand new
 23 website and an app for fans later this year and
 24 we're working with the council -- in conjunction
 25 with the council.

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1 World class games also depend on
 2 world class referees. Our American referees are
 3 some of the most respected in the world. In fact,
 4 there were four American referees selected for the
 5 Men's World Cup in Russia, more than any other
 6 country. On VAR, the United States, including
 7 Major League Soccer -- or I should say because of
 8 Major League Soccer is also a global leader. At a
 9 FIFA summit last month in Morocco, we made the
 10 case that VAR should be part of this year's
 11 Women's World Cup like it was in Russia for the
 12 men, and I'm pleased to say it's under serious
 13 discussion and we all hope FIFA makes the right
 14 decision at their meeting next month because our
 15 women deserve the very best technology just like
 16 our men.
 17 (Applause.)
 18 PRESIDENT CORDEIRO: And as we see
 19 around the world, strong federations also
 20 depend -- require strong, domestic, professional
 21 leagues. So we celebrate the success of all of
 22 our professional leagues from the NWSL heading
 23 into their 7th season to the USL, including the
 24 new USL Championship, to the thriving Major League
 25 Soccer on track for 28 teams and if anyone doubts

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1 the strength and future of soccer in America, they
 2 need only look at the most recent MLS Cup. It was
 3 the largest crowd ever. The future is, indeed,
 4 soccer. Congratulations, Don.
 5 (Applause.)
 6 PRESIDENT CORDEIRO: So how do we
 7 build on this energy and excitement in the years
 8 ahead? This brings me to my fourth -- or our
 9 fourth and final priority. Growing the grassroots.
 10 For the second year in a row,
 11 the Federation offered up to \$3 million from our
 12 Innovate to Grow Fund to help our youth and
 13 adult members boost participation and as I hope
 14 you all saw we recently announced this year's
 15 recipients and we congratulate all of them, but I do
 16 want to point out, and I'd be remiss if I didn't, that
 17 of
 18 103 eligible members, only 20 applied for funds
 19 and so of the \$3 million we had available, only
 20 \$1.2 million was granted and that's nearly \$2
 21 million left on the table. This is money that we
 22 have set aside for you and we want you to have it,
 23 but members have to apply and I want to, once
 24 again, encourage every eligible member to come to
 25 us with your ideas, actual plans, programs, that

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1 will help grow the game.
 2 Growing the game, might I add,
 3 also includes attracting more adults and players
 4 for life. I informed the Adult Council yesterday
 5 that we agreed with our friends at UEFA to
 6 inaugurate a new amateur cup between the champions
 7 of our USASA Amateur Cup and UEFA Regions Cup.
 8 The photo you're looking at is for this year's
 9 champions, the Milwaukee Bavarians.
 10 We're aiming to start this new
 11 cup in 2020 and we hope it becomes, in time, an
 12 annual event so that our amateur players have even
 13 more competitive opportunities ahead because
 14 increased programming, I believe, will translate
 15 to increased membership.
 16 At the same time, we need to
 17 address the challenges facing youth soccer. We
 18 all know that the youth soccer landscape is way
 19 too fragmented. We need multiple pathways for
 20 player development. Too many kids, especially
 21 from underserved and immigrant communities, cannot
 22 afford to play the game they love, which is
 23 heartbreaking, and I'll say it again and again
 24 fixing youth soccer must be our highest priority
 25 and that is why for the first time ever we've

1 brought all of our youth organizations together in
2 a single task force to address the many challenges
3 facing youth soccer.

4 I'd like to thank all the
5 leaders of all these youth organizations who have
6 stepped up, as well as all the experts and thought
7 leaders from a wide range of backgrounds who are
8 volunteering on the working groups and who
9 Dr. Pete Zopfi announced at yesterday's Youth
10 Council. They're tackling issues across the
11 board, membership growth, diversity and inclusion,
12 coaching, refereeing, risk management and
13 SafeSport and standards such as -- and
14 certification. And we're just beginning to see
15 those results, but with the Federation and all of
16 our youth organizations finally all sitting around
17 the same table, aligned around the same common
18 goals, this could be our best opportunity yet to
19 put soccer in America on a new course.

20 In closing, we acknowledge that
21 as a Federation and as a soccer nation, we still
22 have a long way to go. But after a difficult
23 chapter, we've turned the page and we're focused
24 on the future. Winning the bid for '26, making
25 governance more open and accountable, truly

1 investing in our National Teams and growing the
2 grassroots. We are on our way. I want to leave
3 you with a story that captures why I'm so very
4 optimistic.

5 In November, I went down to
6 Bradenton to visit with our U-20 men. Coach Tab
7 Ramos and the team were in the final stages of the
8 CONCACAF U-20 Championship. I watched a training
9 session and afterwards we spent some time
10 together. They are some of the most impressive
11 young men you'll ever meet and just look at what
12 they accomplished. Eight victories in eight games
13 at the CONCACAF tournament. In the final match,
14 defeating Mexico 2-0 winning their second straight
15 CONCACAF Championship and qualifying for this
16 year's U-20 World Cup in Poland.

17 Just as impressive as what
18 they've done is how they've done it, truly as a
19 team. During that tournament, the CONCACAF
20 tournament, 11 different players scored with
21 assists by 15 different players. When I met with
22 them, I was also struck by their incredible
23 diversity. Young men from so many different
24 backgrounds coming together on the field as one
25 united team.

1 When midfielder Alex Mendez was
2 named the 2018 Player -- Young Player of the Year,
3 he spoke with humility about his family, that's
4 Alex, his teammates and his squad and he said
5 "None of this would be possible without them" and
6 when Alex signed his first professional contract
7 this fall at just 18 years old he said "It's only
8 the beginning."

9 I'm sure all of you have your
10 own stories about the hope and optimism that
11 inspires and drives us forward serving and growing
12 this game we all love so dearly. So to all of you
13 here today, thank you for your partnership. Thank
14 you for the progress we've made together. None of
15 this would be possible without you. U.S. Soccer
16 is changing, but it's only the beginning. Thank
17 you, all, very much.

18 (Applause.)

19 PRESIDENT CORDEIRO: Thank you.
20 From the grassroots, to our National Teams, we are
21 united, we are determined, we're focused on the
22 future and what we can build and achieve together.

23 (Whereupon, a video was played.)

24 PRESIDENT CORDEIRO: We call that
25 the moon shot video and I can watch that all day.

1 I really believe it
2 captures our spirit and hopes for the future. So
3 as we look forward and we give thanks to everyone
4 across our Federation who has worked to bring us
5 to where we are today -- and foremost among them
6 is our CEO and Secretary General Dan Flynn.
7 Please join me in welcoming Dan for the CEO's
8 Report.

9 (Applause.)

10 MR. FLYNN: Thanks, Carlos, and,
11 again, welcome to Scottsdale, everyone.

12 While 2018 was an interesting
13 year in many ways, it was time to reset our plans
14 and position our organization for the future. To
15 that end, we restructured our organization to
16 better address the demands of our business and
17 refined our focus to better deliver services to
18 our member organizations. Simply put, we are
19 committed across the organization to making soccer
20 the preeminent sport by supporting our members,
21 impacting athletes and serving our fans.

22 As we look to 2019, we are
23 eagerly anticipating the Women's World Cup when
24 our team will strive for their fourth star. Jill
25 has said many times "We are not defending our

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1 title, rather we are trying to win another one."
 2 For preparation, the team has an incredible slate
 3 of matches in front of them before traveling to
 4 France starting with the SheBelieves Cup at the
 5 end of the month. The SheBelieves platform has
 6 grown to include the SheBelieves Summit, a
 7 gathering of top female leaders who provide ideas
 8 and case studies on how our sport can continue to
 9 inspire girls and young women to achieve their
 10 dreams.
 11 Turning to our partners, we're
 12 working with Nike, Fox, Coke, Johnson & Johnson,
 13 Secret and Volpi Foods to make this Women's World
 14 Cup the largest promotional platform ever for the
 15 sport and this country and in late May and June it
 16 will be hard to avoid the excitement -- the
 17 excitement around the games in France. The men's
 18 team will play in the Gold Cup in June looking to
 19 win again as we did in 2017.
 20 Additionally, this fall, the
 21 team will participate in the inaugural CONCACAF
 22 Nations League looking to advance to the Final
 23 Four next March. With the young player pool, the
 24 learning curve will be steep, but we are
 25 encouraged by the first two matches of this year.

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1 On the youth side, the Men's
 2 Under 17 qualifying tournament is in May and the
 3 world championship in the fall and as Carlos
 4 mentioned our Men's Under 20 has already qualified
 5 for their World Cup in Poland.
 6 Of course developing world class
 7 players takes time and our long-term efforts
 8 continue as we improve our coaching education
 9 platform with more courses and digital access in
 10 both English and, coming soon, Spanish language
 11 grassroots courses. We have seen an increasing
 12 number of young players get playing time in Major
 13 League Soccer and Europe, the result of the
 14 development efforts of clubs across the country.
 15 So thank you for your commitment to the player
 16 development process.
 17 But before a player can compete
 18 at the professional level, they have to start
 19 somewhere. This is an area that we have been
 20 studying for the past two years and one that,
 21 together, we need to continue to focus and tackle
 22 and that's participation. While the sport has
 23 grown in nearly every aspect, registered players
 24 have been flat for a number of years.
 25 Providing a positive environment

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1 at the entry level and providing an aligned
 2 pathway for players to progress in the game is
 3 critical to attract and retain players. At last
 4 year's member meetings, we shared the details of
 5 extensive research we have concluded in this space
 6 and we look forward to continuing to discuss this
 7 subject at this year's sessions which will take
 8 place in April at the new National Soccer Hall of
 9 Fame in Frisco, Texas. Your participation and
 10 your commitment to these meetings makes a
 11 difference.
 12 I'd also like to acknowledge the
 13 work being done by the Youth Task Force. We now
 14 have six working groups as Carlos mentioned,
 15 including one dedicated to creating solutions for
 16 our collective desire to grow the youth and the
 17 adult membership across our country. This is
 18 important work and I'd like to thank my co-chair,
 19 Cindy Cone, and all of the other people who are
 20 supporting this effort.
 21 We have been working with --
 22 working hard with our partner Soccer United
 23 Marketing to increase corporate support to improve
 24 our ability to spread our brand message and
 25 connect to fans and the start of 2019 has seen us

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1 add Volkswagon as our first ever presenting
 2 sponsor. This unique partnership will see us
 3 connect to fans across the country and extend our
 4 education and development initiatives through the
 5 Volkswagon One Goal Program, which is designed to
 6 support U.S. Soccer's focus on delivering
 7 inclusion and accessibility to players, coaches,
 8 referees and fans of the sport. We have also
 9 added Deloitte to our blue chip roster of
 10 commercial partners.
 11 Furthering our efforts to
 12 connect to fans in deeper, more meaningful ways,
 13 we will launch an entirely new digital experience
 14 for U.S. Soccer this spring. With our first ever
 15 fan-facing app and new website, we will
 16 exponentially increase our ability to connect to
 17 fans in deeper, more meaningful ways and provide
 18 unique experiences that only we can supply.
 19 This year we will expand our
 20 Open Cup broadcast coverage and will be soon
 21 announcing a deal with one of our partners that
 22 will provide an unprecedented level of access for
 23 fans during the entire competition.
 24 Finally, a number of years ago
 25 we focused on diversity with our staff because we

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1 believe having a diverse workforce accelerates our
 2 ability to achieve our mission. The different
 3 points of view allow us to see the world more
 4 clearly and with a greater understanding.
 5 To that end, we have
 6 significantly increased the diversity of our
 7 workforce through thoughtful and targeted efforts
 8 at recruiting and retaining talented women and
 9 people of color. At the same time, our National
 10 Teams are increasingly diverse reflecting the
 11 evolving demographics of our country. This is,
 12 and will continue to be, an area of opportunity
 13 for us as an organization and for our sport as a
 14 whole.
 15 As I mentioned earlier in my
 16 remarks, we continue to see value creation at the
 17 commercial level and while that is important for
 18 many reasons, it's a critical part of our future
 19 plans. As part of the budget process, the Budget
 20 Committee asked us to provide an accelerated
 21 spending plan based on our best estimates of
 22 future revenues. So, to be clear, our deficit
 23 spending position in Fiscal '20, and over the next
 24 several years, is based on accelerating our
 25 programming to grow the game while looking to

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1 increase our revenues starting in the next
 2 quadrennial. Thus, we are investing today with an
 3 eye on our future which we believe is very bright.
 4 With that overview, I now would
 5 like to introduce Richard Moeller, our treasurer,
 6 to formally present the Fiscal '20 budget for
 7 approval. Thank you.
 8 (Applause.)
 9 MR. MOELLER: Thank you, Dan. Good
 10 morning, everyone, and thank you for the
 11 opportunity to speak with you today.
 12 You have in your AGM advanced
 13 materials the proposed budget for Fiscal Year
 14 2020. As this was my first year as the Chair of
 15 the Budget and Finance Committee, I wanted to give
 16 you a sense of the process that we go through as a
 17 committee to create the budget.
 18 We start with our strategic
 19 plan, which is driving us towards our mission of
 20 making soccer the preeminent sport in the United
 21 States. The Federation is in year two of a
 22 five-year enhanced investment plan which has us
 23 operating in a deficit position. This is planned
 24 through 2022 and is designed to increase our
 25 performance on and off the field as we look to

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1 renew our commercial agreements beyond the 2022
 2 timeframe.
 3 This August -- or past August --
 4 we started a budget process by reviewing the
 5 five-year framework from the Board of Directors
 6 discussing the key revenue and expense drivers in
 7 the context of the framework and then looking more
 8 closely at Fiscal Year 2020 and the drivers and
 9 opportunities that we would project. In October
 10 of last year, we had more granular discussions of
 11 the Fiscal Year 2020 drivers, opportunities and
 12 tied that into how we were going to measure
 13 efforts so we could track our progress.
 14 With these parameters in place,
 15 the staff continued to work on creating the
 16 budget. So you have the committee and the staff
 17 working on this. This is very -- a very big
 18 process. Then in November, we had our final
 19 discussions and review of the Fiscal 2020 budget
 20 in its entirety, along with how it would fit into
 21 our five-year investment plan.
 22 After an in-depth conversation,
 23 the Budget and Finance Committee voted unanimously
 24 to recommend approval of the budget to the Board
 25 of Directors. In December of last year, the board

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1 also unanimously approved the Fiscal Year 2020
 2 budget. With that background, I want to call out
 3 a few of the highlights of the budget itself.
 4 Number one, the Women's World
 5 Cup. This will be our largest investment in
 6 activation to date around the competition. Number
 7 two, digital infrastructure. We unveil our new
 8 digital platforms, both website and an app which
 9 will connect us with the fans like never before.
 10 Number three, program development. The continued
 11 evolution and expansion of our stakeholder area,
 12 including international relations, referee program
 13 evolution, licensing, education and evaluation,
 14 continued evolution of our Youth National Team's
 15 program and in integration with our player
 16 development programming.
 17 Number four was the Men's
 18 National Team playing in the Gold Cup and the
 19 inaugural CONCACAF Nations League. And, number
 20 five, Open Cup improvements. I would also like to
 21 highlight the funding we receive from FIFA, we're
 22 very appreciative, as part of its global FIFA
 23 Forward Program. U.S.A. Soccer applies for
 24 funding from FIFA as part of its global FIFA
 25 Forward Program.

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1 This program is FIFA's effort to
 2 support specific individual Federation projects
 3 that are aligned with FIFA's own strategic
 4 initiatives. For the three-year period 2016 --
 5 sorry -- 2016-2018 with the support and guidance
 6 from FIFA, we have received \$2,250,000 that went
 7 towards several projects which include the
 8 following:
 9 The development of four online
 10 grassroots coaching courses, that was \$535,000;
 11 the development of an online grassroots refereeing
 12 course, that was \$587,500; our first girls academy
 13 director course, that was \$196,458; the
 14 development of an academy summer showcase, which
 15 supported players, coaches, referees,
 16 high-performance and scouts, \$397,005; the
 17 development academy winter showcase, which also
 18 supported players, coaches, referees,
 19 high-performance and scouts, that was \$515,425.
 20 So as part of FIFA's Forward
 21 commitment, we are required to submit to a
 22 statutory audit which, as you know, we conduct on
 23 an annual basis as well as a FIFA Forward
 24 programmatic audit, including multiple impact and
 25 milestone reports for each project that we do.

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1 I'm pleased to report that we received very high
 2 remarks from FIFA on the programmatic audit and
 3 are in full compliance with all requirements.
 4 Moving forward, the staff at
 5 Soccer House will continue to manage this program
 6 heading into a new FIFA Forward 2.0 funding period
 7 for the years 2019 through 2022. We will report
 8 back to the National Council each year, or as
 9 necessary, to confirm the status of our FIFA
 10 Forward funding.
 11 So, all in all, the budgeted
 12 deficit for Fiscal Year 2020 is similar to that of
 13 Fiscal Year 2019. For FY '20, we are budgeting a
 14 deficit of \$14,263,320, while in Fiscal Year '19,
 15 we were projecting a deficit of \$13,697,629.
 16 We're investing for the future.
 17 Overall, the Federation remains
 18 in excellent financial shape and will continue to
 19 be in the future. I wanted to thank the committee
 20 for their work on the budget. I'd like to make a
 21 special announcement of some of the members;
 22 Carlos Bocanegra, Steve Malik, John Motta,
 23 Dr. Pete Zopfi. I also wanted to thank the staff
 24 at U.S. Soccer for their work on this process and,
 25 finally, I wanted to take a minute to introduce

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1 our new CFO of U.S. Soccer Pinky Raina. Pinky
 2 joined us in January and we look forward to
 3 working with her in the coming year.
 4 Now, I would like to call for a
 5 motion to approve the FY '20 budget.
 6 AUDIENCE MEMBER: So moved.
 7 AUDIENCE MEMBER: Second.
 8 MR. MOELLER: Actually, hold on a
 9 second. Thank you for your support. It's not I
 10 that can do this. I have to bring on someone
 11 else. Sorry. When I have a microphone, I always
 12 want to sing, like, karaoke or something so this
 13 is a little bit weird.
 14 MR. FLYNN: This is not the time.
 15 MR. MOELLER: I know. Definitely
 16 not the time. U.S. Soccer Senior Counsel Greg
 17 Fike will be presiding over the membership rules
 18 process -- I'm sorry. I apologize. Sorry. It's
 19 my first time.
 20 So I would like to get a motion
 21 to approve.
 22 AUDIENCE MEMBER: Moved.
 23 MR. MOELLER: We have it so moved.
 24 Do I have a second?
 25 AUDIENCE MEMBER: Second.

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1 MR. MOELLER: All in favor?
 2 MULTIPLE SPEAKERS: Aye.
 3 MR. MOELLER: Anyone opposed? Okay.
 4 Thank you very much. I appreciate your time.
 5 Thank you for your support again and thank you,
 6 all, the Budget Committee, for all your help.
 7 U.S. Soccer Senior Counsel Greg
 8 Fike will be presiding over the membership
 9 approval process. Greg, if you can come on up.
 10 Thank you.
 11 (Applause.)
 12 MR. FIKE: Thank you, Richard. And
 13 welcome and thank you, all, for allowing me to
 14 address you today.
 15 I'm going to be talking about
 16 the membership application that you have in your
 17 book today. Included in your Book of Reports that
 18 was previously distributed, there are three
 19 membership applications that have been previously
 20 approved by the Board of Directors.
 21 The first application is from
 22 ANFEEU to be an other affiliate member of U.S.
 23 Soccer. The second application is from U.S. Youth
 24 Futsal to be a national affiliate member of U.S.
 25 Soccer. The third application is from the United

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1 States Association of Blind Athletes to be a
 2 disabled service organization member of U.S.
 3 Soccer.

4 In order to recognize each of
 5 these potential new members, we will address each
 6 of these applications separately. Membership
 7 applications require approval of the majority of
 8 the National Council. Unless there is an
 9 objection, we will handle the membership
 10 applications by the general consent process. If
 11 any representatives are present from the
 12 applicants, they will have an opportunity to speak
 13 during Good of the Game.

14 So the first membership
 15 application is for ANFEEU to be an other affiliate
 16 member. They were approved by the Board of
 17 Directors as a provisional member about a year
 18 ago. Since that time, they have added a few
 19 additional leagues in additional states. Unless
 20 there is an objection, ANFEEU's membership will be
 21 approved by the general consent. Hearing no
 22 objection, let's welcome ANFEEU as a member of
 23 U.S. Soccer.

24 (Applause.)
 25 MR. FIKE: The second membership

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1 application is for U.S. Youth Futsal to be a
 2 national affiliate member. They were approved by
 3 the board as a provisional member a few months
 4 ago. Unless there is an objection, U.S. Youth
 5 Futsal's membership is approved by the general
 6 consent. Let's welcome U.S. Youth Futsal as a
 7 member of U.S. Soccer.

8 (Applause.)
 9 MR. FIKE: Last, but not least, the
 10 third membership application is for the United
 11 States Association of Blind Athletes to be a
 12 disabled service organization member of U.S.
 13 Soccer. They were approved again by the board as
 14 a provisional member a few months ago. So unless
 15 there is an objection to the Blind Athletes --
 16 United States Association of Blind Athletes,
 17 membership is approved by the general consent of
 18 this body. Let's welcome them as a member of U.S.
 19 Soccer.

20 (Applause.)
 21 MR. FIKE: I would now ask --
 22 recognize our Chief Legal Officer Lydia Wahlke to
 23 present the bylaw amendments. Thank you.

24 (Applause.)
 25 MS. WAHLKE: Thanks, Greg. Included

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1 in your Book of Reports in Section 6 are a series
 2 of bylaw amendments. As required by Bylaw 802,
 3 all of the proposed amendments have been reviewed
 4 by the Rules Committee and their reports are
 5 included in the Book of Reports. We will now
 6 proceed to consideration of the proposed bylaw
 7 amendments.

8 There are some changes to the
 9 set of proposed amendments proposed by the
 10 Secretary General. The proposed amendments to
 11 Bylaws 102, 103, 211 and 212 are being withdrawn.
 12 In regard to the proposed amendment to Bylaw 241
 13 on pages 14 and 15 of the Secretary General's
 14 amendments in the bylaws section of the Book of
 15 Rules, there is a small change to the proposal as
 16 made in the book. The proposed additional
 17 language in Section 2 will no longer be inserted.
 18 Please strike out that bolded language. The
 19 proposed additional language in bold in Section 3
 20 is still in the proposed amendment.

21 Therefore, as proposed, Bylaw
 22 241 only includes changes in Section 3. All of
 23 the amendments proposed by the Secretary General
 24 are recommended by the board. It is proposed to
 25 consider all of the amendments proposed by the

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1 Secretary General together, on block, under the
 2 consent agenda procedure. These are the proposed
 3 amendments to Bylaws 241, with the change
 4 mentioned earlier, 402, 411, 431, 541 and 708. If
 5 there is no objection, Bylaws 241, 402, 411, 431,
 6 541 and 708 are hereby approved on block.

7 The next item for consideration
 8 is the proposed amendment to Bylaw 322. The
 9 amendment is proposed by the Athletes' Council and
 10 is included in your Book of Reports in the bylaws
 11 section after the Secretary General's proposals.
 12 The proposal is to change the term of the athletes
 13 representatives on the board from two years to
 14 four years.

15 The proposed amendment has been
 16 reviewed by the Rules Committee and their report
 17 is included in the Book of Reports immediately
 18 following the rationale for the proposed change.

19 This amendment has also been
 20 recommended by the board. Is there any
 21 discussion? Okay. The question is on adoption of
 22 a proposed amendment to Bylaw 322 as found in the
 23 bylaws section in the Book of Rules. The motion
 24 requires a two-thirds vote for adoption and the
 25 vote will be taken by keypad.

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1 Are you ready? Are you ready
 2 for the question? Mr. Kepner, please proceed with
 3 the vote.
 4 MR. KEPNER: You can begin voting.
 5 5, countdown now, 4, thank you.
 6 MS. WAHLKE: The vote is 91.7
 7 percent of the weighted vote in favor and 8.3
 8 percent opposed. Therefore, there are two-thirds
 9 in the affirmative and the motion is adopted.
 10 Bylaw 322 is amended as proposed. Thank you.
 11 The next item for consideration
 12 is the proposed amendment to Bylaw 413. The
 13 amendment is proposed by the United Soccer
 14 Coaches Con- -- United Soccer Coaches Association,
 15 sorry, I just went to the convention, and is
 16 included in your Book of Reports and in the bylaws
 17 section after the Athletes' Council proposal.
 18 The proposal is to change the
 19 eligibility and voting requirements for the
 20 at-large position on the Board of Directors. The
 21 proposed amendment has been reviewed by the Rules
 22 Committee and their report is included in the Book
 23 of Reports immediately following the rationale for
 24 the proposed change. Is there any discussion?
 25 Chair recognizes Mr. Ahrens.

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1 MR. AHRENS: Thanks. But on behalf
 2 of the Athletes' Council, this is an area that we
 3 would like to have further discussion on. So we
 4 would like to propose sending it back to the Rules
 5 Committee.
 6 MS. WAHLKE: It has been moved to
 7 put this to the Rules Committee. Is there a
 8 second?
 9 AUDIENCE MEMBER: Second.
 10 MS. WAHLKE: It's been moved and
 11 seconded to refer the proposed amendments to Rule
 12 13 -- 413 to the Rules Committee for further study
 13 and recommendation.
 14 Hearing no objections, the Rules
 15 Committee will report back at the next AGM.
 16 MR. GUTHRIE: There is an objection.
 17 MS. BERLING-MANUEL: I'm sorry.
 18 There is an objection.
 19 MS. WAHLKE: There is an objection?
 20 MS. BERLING-MANUEL: There is an
 21 objection.
 22 MS. WAHLKE: Okay. Let's go ahead
 23 and hear that objection. I can barely see. I'm
 24 sorry.
 25 MR. GUTHRIE: Dave Guthrie, Indiana.

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1 MS. WAHLKE: We're going to take a
 2 vote actually then. Thank you very much, Michael.
 3 I appreciate this. Parliamentary procedure,
 4 folks. So we're going to go ahead and vote on
 5 whether to refer this Bylaw Amendment 413 to the
 6 Rules Committee for next year.
 7 MR. GUTHRIE: Excuse me. I think
 8 you should have discussion before a vote.
 9 MS. WAHLKE: Okay. We'll take one
 10 on each side. Sure. Dave, do you want to go
 11 ahead and speak?
 12 MR. GUTHRIE: Thank you. Thank you.
 13 We have 30,000 coaches that are members of this
 14 organization that the current language does not
 15 provide them to have a vote for their
 16 representative. We also had 2.3 million men and
 17 women in uniform, 50,000 of which are playing on
 18 one of the 800 bases for the United States. They
 19 also represent us. These military folks represent
 20 us internationally in their play. They don't have
 21 a vote.
 22 As this body, I have been here
 23 now for 20 years and we've had a lot of
 24 discussion, we've had arguments, sometimes more
 25 spirited than others, but what I have never seen

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1 is for us to vote in favor of unfairness. This is
 2 the United States Soccer Association. It is the
 3 United States of America. Our core values are
 4 that we provide a voice to all members regardless
 5 of their size, their shape, their color or whether
 6 they're in a wheelchair or standing.
 7 Not only do I think this bylaw
 8 will pass, but I would invoke this body to make
 9 sure that those numbers that come up there are 100
 10 percent. This is being streamed -- live streamed.
 11 Of those 2.3 million military folks and the
 12 enumerable numbers of folks who have worn the
 13 uniform, many of whom are in this room, I would
 14 not only invite you to stand or to vote in favor,
 15 but I would invite you to stand and show our
 16 appreciation for not only their membership, but
 17 for their courage and service.
 18 (Applause.)
 19 MS. WAHLKE: Lynn?
 20 MS. BERLING-MANUEL: And I am Lynn
 21 Berling-Manuel. I am CEO of United Soccer Coaches
 22 and actually we brought this amendment forward
 23 originally not because we expected it to be easy,
 24 but to coach on Kennedy because we thought it
 25 would be hard.

1 And the reality of it is that I
2 appreciate the Rules Committee's concerns and I
3 appreciate the Athletes' Council's concerns. We
4 respect everyone and the job that they do.
5 However, we had prepared in advance an amendment
6 to the amendment that slightly narrowed the scope
7 to address the amendment, to address the Rules
8 Committee's concerns.

9 It has been pending. It has
10 been -- an opinion has been offered by Tim Pinto
11 of the Rules Committee that it did, indeed, serve
12 that purpose. Because that never came up as a
13 question throughout any of the presentations that
14 we have done throughout this entire weekend, we,
15 frankly, had hoped that we could make this as
16 simple as possible and simply bring the original
17 amendment forward.

18 If -- and, again, I am not a
19 parliamentarian and I am the worst Robert's Rules
20 of Order person on Earth, but we would, frankly,
21 like to get our opportunity to address the
22 amendment, the original amendment, and we would
23 ask that whatever is the appropriate approach here
24 that that amendment come forward today and not be
25 returned to the Rules Committee.

1 MS. WAHLKE: Okay. We've heard two
2 cons. Do we hear a pro for forwarding it to the
3 Rules Committee? Let's hear a pro.

4 MR. COLLINS: Lynn?

5 MS. WAHLKE: Yes, John.

6 MR. COLLINS: Hi. John Collins. I
7 happen to be the at-large director on the board,
8 but I will note I'm not seeking office again. So
9 it doesn't impact me. So I'm not conflicted on
10 this point.

11 A couple of things -- or three
12 things maybe. One, the At-Large Committee met
13 yesterday and discussed this and the At-Large
14 Committee is in favor of openness and so they're
15 not opposed to this coming in. That said, in the
16 context of that discussion, there were a number of
17 issues raised as to how the votes are weighted
18 within the At-Large Committee and the at-large
19 group discussed having a conversation over the
20 next year to figure out how the vote should be
21 weighted. So it is already undertaking its own
22 look at bringing something back to this board --
23 or to this body, possibly next year, to do it.

24 With respect to the bylaw
25 proposal that is up now, under our bylaws, if it

1 were passed today, it would not become effective
2 until May 1st. So on a practical level, the --
3 even if it's passed today, the election for this
4 seat, which is to happen between now and March
5 18th, they would not be participating in because
6 of how the implementation of our rules come. So
7 moving it to the Rules Committee to look at for an
8 extra year does not have an actual practical
9 effect with respect to this year.

10 So -- and then today I have
11 heard -- some issues were raised because -- and
12 nobody has an issue with the military coming in
13 and voting and anything like that. The coaches
14 association, they understand the coaches are here,
15 many of the coaches are represented, some are not.
16 Some are high school and college coaches and they
17 think a discussion with respect to having coaches
18 represented is an important discussion to have as
19 a body whether it's to vote for this position or
20 to vote for something else.

21 It's certainly something to be
22 there and there has been some concern whether the
23 associate member as it's defined and organization
24 members could mean players -- someone who has no
25 participants at all. It doesn't have coaches or

1 it doesn't have referees or it doesn't have
2 players and if that sort of organization which is
3 able to come in under our bylaws came in, could
4 have a distorted vote if it came to the body.

5 So with those issues in mind,
6 the athletes came to me this morning and told me
7 that they had issues with it. I've heard others
8 that have said they had issues with it.

9 So it has nothing -- moving it
10 to the Rules Committee would have nothing to do
11 with -- a negative comment in any way with respect
12 to the U.S. Coaches -- United -- sorry. I know
13 you don't want to --

14 MS. BERLING-MANUEL: It's okay.

15 MR. COLLINS: -- United Coaches
16 Association. I think I got that right. No, I
17 missed one.

18 MS. BERLING-MANUEL: No, you didn't
19 but it's okay. It's United Soccer Coaches.

20 MR. COLLINS: Okay. It's only a two
21 year-old name. I didn't call it its old name at
22 least or the military. We'd like to find a way
23 for them to come in and participate. Everybody
24 wants the participants to have a seat at the
25 table, but we want to make sure that if it's

1 somebody that has some other ancillary thing that
2 is related to soccer comes in isn't necessarily
3 there.

4 So those are the current
5 concerns that were raised and since as a practical
6 matter it's not going to impact the election
7 before March 18th anyhow, passing it to the Rules
8 Committee could resolve this where everything
9 comes forward with a plan that everybody supports
10 and would pass unanimously next year as the other
11 bylaws did.

12 So, with that, I personally --
13 not from what was said in the room yesterday, but
14 I personally would support sending it for the
15 greater discussion.

16 MS. BERLING-MANUEL: May I respond
17 to that at all? Is that appropriate?

18 MS. WAHLKE: We'll get back to you,
19 Lynn.

20 MS. BERLING-MANUEL: I'm not going
21 anywhere. It's good.

22 MS. WAHLKE: Of course you're not.
23 We'll give Chris a moment to respond as the main
24 proponent and then we'll give Lynn a chance to
25 respond.

1 MR. AHRENS: Thanks. I want to just
2 offer some context. John, I would slightly
3 disagree with you. I don't know that -- my group
4 does not -- I don't think issues is the right way
5 to put it and we're certainly not recommending
6 this so that it goes back to the Rules Committee
7 to die. We're actually absolutely recommending
8 this so that we can go deeper on this discussion
9 and have a much stronger understanding of it. So
10 the intent, Lynn, was not to send it so that it
11 doesn't come forward again or anything like that.
12 It's just so we can go much deeper on the
13 conversation.

14 MS. WAHLKE: All right. Now, let's
15 give Lynn another chance.

16 MS. BERLING-MANUEL: And I
17 appreciate that position. However, I believe that
18 again, and I've spoken with many of you, and my
19 colleague here is Marine Lieutenant Colonel
20 Jennifer Farina who -- excuse me -- who represents
21 the U.S. Armed Forces Sports Council.

22 We are the two members today.
23 It could be -- it was more in the past. It could
24 be less in the future, but we represent a category
25 of membership which is associate members as John

1 has pointed out. During the course of these last
2 two days and in the weeks preceding it since the
3 amendment was presented, none of these issues were
4 brought forward other than the Rules Committee
5 statement.

6 I appreciate the concerns. We
7 don't believe those are valid frankly and, quite
8 honestly, what we would ask for is still to
9 proceed with this specific vote today. John is
10 correct. There will be a larger conversation by
11 the at-large group regarding weighting of votes as
12 we go into the future and that was discussed going
13 into this amendment process. It was decided by
14 the at-large group, which is honestly the only
15 group that is affected with this motion or --
16 excuse me -- with this amendment, that really they
17 were separate conversations.

18 We are two members of this
19 association, long-term members. We have the
20 ability to vote and have done so for the budget
21 this morning. We have the ability to vote for
22 bylaws which we have done so this morning. We
23 have the ability to vote for officers. We have
24 the ability to nominate board members. We have
25 the ability to run for this board position.

1 The only ability we do not have
2 is a single vote for the board position. So we
3 appreciate the concerns. We have found most --
4 none of the members we have spoken to have
5 addressed them and, again, we would ask for this
6 not to go back to the Rules Committee, but to be
7 voted on today.

8 Quite frankly, if I were to make
9 an amendment to the amendment this morning, it
10 would be to address John's issue which would be to
11 bring this to immediate implementation so that we
12 are allowed to vote for this election. And it has
13 nothing to do with the candidates, simply the
14 right to fairness and representation.

15 MS. WAHLKE: We're not there just
16 yet.

17 (Applause.)

18 MS. WAHLKE: Okay. So we're not
19 actually voting on the bylaw amendment now. So
20 let's go ahead and see if we can take a vote on
21 whether or not to refer it to the committee.
22 So --

23 MR. HAILE: Excuse me. My name's
24 Andrew Haile. I'm with United Soccer Coaches
25 Board of Directors. Lynn has also made a motion

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1 to amend our proposal.
 2 MS. WAHLKE: We're not there yet.
 3 MR. HAILE: Okay.
 4 MS. WAHLKE: What's on the table --
 5 MR. HAILE: But our motion takes
 6 precedent over the motion to indefinitely suspend.
 7 MS. WAHLKE: No, it doesn't.
 8 MR. HAILE: Under Robert's Rules of
 9 Order, it does, which is what governs in this
 10 assembly.
 11 (Applause.)
 12 MS. WAHLKE: Our parliamentarian is
 13 telling me that a motion to refer has a higher
 14 priority than a motion to amend.
 15 MR. HAILE: I understood it as a
 16 motion to suspend indefinitely that was made
 17 previously.
 18 MS. WAHLKE: No.
 19 MR. HAILE: Okay. All right.
 20 MS. WAHLKE: No. So, all right,
 21 let's go ahead and proceed. Again, we are now
 22 voting on the amendment itself. The question and
 23 what has been moved and seconded is to refer the
 24 proposed amendments to Rule 413 back to the Rules
 25 Committee.

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1 So this doesn't kill the
 2 amendment. It refers it back to the Rules
 3 Committee for further study and recommendation and
 4 the Rules Committee would report back at the next
 5 AGM. This is a vote by majority. Mr. Kepner?
 6 MR. KEPNER: Begin voting now.
 7 Countdown 5 -- thank you.
 8 MS. WAHLKE: 59.8 percent have voted
 9 "Yes" to refer the proposed amendment to Rule 413
 10 back to the Rules Committee. Since this is by a
 11 majority of vote, this motion carries and so Rule
 12 413 is going to be -- the amendment to Rule 413 is
 13 going to be referred back to the Rules Committee.
 14 Again, the Rules Committee will report back. It
 15 is possible that this amendment will come back for
 16 the next AGM.
 17 MS. BERLING-MANUEL: Lydia, may I
 18 make one more moment just in closing?
 19 MS. WAHLKE: Sure. Absolutely,
 20 Lynn.
 21 MS. BERLING-MANUEL: As I said
 22 coming in, we didn't do this because it was easy.
 23 We did it because we knew it could be hard. I
 24 want to thank everybody for their support. I
 25 regret this decision, but we will be back in a

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1 year and I thank you, all, for the work you did on
 2 our behalf and we appreciate the opportunity to be
 3 an active, engaged member of our Federation.
 4 Thank you very much.
 5 (Applause.)
 6 MS. WAHLKE: Chair recognizes the
 7 young lady here.
 8 MS. FARINA: Thank you. I
 9 appreciate the support. It's been an interesting
 10 conference this year because it has taken on a
 11 different direction. Last year I was here I chose
 12 not to wear the uniform and I have all right to
 13 wear the uniform. I wore it this year and I had
 14 more people come up to me thank me for my service
 15 and then I recognized also so many people here
 16 that have already served, sacrificed and I want to
 17 thank you all for your sacrifice.
 18 So, Gavin Sibayan, I'll tell you
 19 one thing, I -- it was very discreet, it's very
 20 humbling to see that a wounded warrior has been
 21 able to transition and to stand as an example of
 22 how to transition from an active duty with
 23 sacrifice and discipline and to be able to be
 24 where you are as a poster for the people that are
 25 active duty and for the veterans and I say this

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1 because the angle that we've taken is inclusion,
 2 grassroots, representation, commitment, and as a
 3 Marine, honor, courage and commitment.
 4 And so, again, I thank you all
 5 for your support, but the only thing I would leave
 6 with is the message that we have been stamping
 7 here is the inclusion, representation and
 8 accountability. Thank you.
 9 (Applause.)
 10 MS. WAHLKE: Before I proceed, I
 11 just want to thank you both for that show of grace
 12 really in the face of defeat and I think that is
 13 something that all of our young athletes can learn
 14 from. So bravo to each of you.
 15 This concludes consideration of
 16 the proposed bylaw amendments. The next item of
 17 business is consideration of the ratification of
 18 policies.
 19 So the Chair is going to
 20 recognize Senior Counsel Greg Fike.
 21 MR. FIKE: Thank you, Lydia.
 22 Included -- so we're now into the policy section
 23 of your Book of Reports. Included in your Book of
 24 Reports there is two different sets of policy
 25 amendments.

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1 The first of the two are two
2 versions of Policy 414-1 proposed by John Collins
3 and Tom Moore from California North, respectfully.
4 The second are a set of policy amendments that
5 have been approved by the board throughout the
6 last year. We will go ahead and take them in
7 order.
8 There is a slight change for
9 Policy 414-1. As you may have -- as some of you
10 may have heard yesterday, the board approved a
11 slightly different version than either of the
12 proposed policies in your book that were
13 originally included. This came from a compromise
14 between the two proponents of the amendments, Tom
15 and John. We have Policy 414-1 as approved by the
16 board ready to show on the screen.
17 Can we please put that policy on
18 the screen.
19 MR. COLLINS: Greg?
20 MR. FIKE: Yup.
21 MR. COLLINS: As a point of order,
22 since the 414-1's that were proposed by Tom and I
23 have been merged and then approved by the board,
24 they're now active policies, I would withdraw the
25 one that's in the book with respect to mine. I

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1 believe Tom is doing the same. And we'll speak
2 with respect to supporting the one that the board
3 has actually passed.
4 MR. FIKE: Thank you. Yeah, John,
5 and I would be happy to open it up. I wanted to
6 give you a second to read that on the screen. I
7 think you have it. So this -- this policy is the
8 one that will be now considered. I'd like to
9 recognize Tom if he could come to the microphone
10 to address the issue.
11 MR. MOORE: Thank you. Thank you
12 very much. I appreciate it. So, first of all,
13 this is a compromise and given the way national,
14 sometimes state and even local politics go
15 nowadays where a lot of folks get entrenched and
16 don't compromise, I think in this instance we
17 would owe to John and Greg and Carlos and, indeed,
18 the entire national Board of Directors perhaps a
19 round of applause for choosing to compromise and
20 come to an issue that I think will benefit all of
21 us. So if I might offer, first, a round of
22 applause for them for doing a compromise.
23 (Applause.)
24 MR. FIKE: Thank you.
25 MR. MOORE: So if it's not out of

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1 order, I'd like to move to approve the affirmation
2 of the new Policy 414-1 as recommended by the
3 national Board of Directors.
4 MR. FIKE: The motion is in order.
5 Is there a second?
6 AUDIENCE MEMBER: Second.
7 MR. FIKE: Second. The Policy 414
8 as approved by the Board of Directors will now be
9 considered. So unless there is an objection to
10 Policy 414-1, it will be ratified by the general
11 consent of the body. Hearing no objection, it is
12 ratified and approved.
13 MR. MOORE: Thank you.
14 MR. FIKE: You're welcome. Thank
15 you, Tom.
16 So the second set as I mentioned
17 earlier were the policies that were previously
18 approved by the Board of Directors. They're
19 included in your Book of Reports. Just for good
20 order, I'm going to go ahead and list the -- which
21 policies those are.
22 The Policy 102(4)-1, the Lamar
23 Hunt U.S. Open Policy, Policy 401-1 USSF
24 nomination and campaign process for the USSF
25 President and Vice President and, importantly, all

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1 of them are important with this one especially,
2 Policy 212-3 U.S. Soccer Athlete and Participant
3 Safety Policy.
4 So the question before the body
5 is whether to ratify the policy amendments that
6 were just identified. Unless there is an
7 objection, the policy amendments just identified
8 are ratified by general consent. Thank you very
9 much.
10 Carlos, the chair is yours.
11 PRESIDENT CORDEIRO: Thank you,
12 Greg, Lydia, Richard and Dan. As you all know,
13 our Federation and our Board of Directors benefit
14 from the service and contributions of Independent
15 Directors.
16 Our Independent Directors are
17 selected because they bring unique experience,
18 expertise, often from the private sector, to help
19 make our Federation even stronger and more
20 effective. They are truly independent. They do
21 not represent any member of our Federation.
22 They're tasked with providing impartial advice and
23 counsel. I am very grateful that you gave me the
24 opportunity to begin my service here at the
25 Federation as an Independent Director.

1 Over the past couple of years,
2 two years actually, we have benefitted from the
3 contributions of Val Akerman as an Independent
4 Director. Val's voice and prospectus has been
5 greatly appreciated and while Val has decided not
6 to seek a second term and was unable to join us
7 today, we wish her the very best and we thank Val
8 for her valuable contributions to U.S. Soccer.

9 So today we're considering a
10 candidate to fill this vacancy. At the board
11 level, our Nominating and Governance Committee,
12 along with an independent outside firm, conducted
13 a rigorous search and reviewed and interviewed
14 numerous candidates. The committee presented its
15 recommendation to the board which accepted it and
16 now presents this candidate for your
17 consideration.

18 Let me first thank John Collins
19 and the members of the committee for their
20 commitment and diligence in this process and for
21 putting forward such a strong candidate Patti
22 Hart. Patti, who joins us today, has more than 40
23 years of private sector experience. She is a
24 highly respected leader in the gaming industry.
25 She has helped grow and lead major companies and

1 with her experience as a business leader and as a
2 CEO Patti brings deep expertise in technology,
3 entertainment and gaming and a passion, I might
4 add, for sports and soccer all of which make her
5 an ideal candidate for Independent Director.

6 She will also be our First Chair
7 of our Commercial Committee. So, with that, all
8 those in favor of the election of Patti Hart as an
9 Independent Director, please say "Aye."

10 MULTIPLE SPEAKERS: Aye.

11 PRESIDENT CORDEIRO: Any -- any
12 opposed? Well, done. Ayes have it.
13 Congratulations, Patti, and on behalf of all of us
14 welcome to U.S. Soccer.

15 (Applause.)

16 PRESIDENT CORDEIRO: Last years
17 presidential election in Orlando also left a
18 vacancy for Vice President and in accordance with
19 our bylaws and our policies, the nomination
20 process for Vice President was public and opened
21 in November, closed in December. One candidate
22 completed the nomination process, Cindy Parlow
23 Cone.

24 I'm not going to spend a lot of
25 time reciting Cindy's lifetime of experience, we'd

1 be here all day, but as an active member of our
2 soccer family for more than two decades, many of
3 you know her well. As a player, she helped lead
4 our Women's National Team to a World Cup victory
5 in 1999, to two Olympic gold medals after that and
6 as a pro she helped pioneer and play in our first
7 women's professional soccer league, WUSA.

8 As a coach, she has mentored and
9 developed players at nearly every level, including
10 the NWSL as the first coach of the Portland Thorns
11 winning that league's first ever championship
12 seven years ago. As a member of our Federation,
13 she has taken on numerous responsibilities,
14 including as a past member of our board
15 representing the Athletes' Council.

16 Today, she continues as a
17 non-voting advisor to our council -- Athletes'
18 Council and as a co-chair with Dan over our Youth
19 Task Force and for her life of achievement, we
20 were thrilled, thrilled this past fall to induct
21 Cindy to the National Soccer Hall of Fame.

22 Cindy, we're very grateful that
23 you've submitted your nomination to take on even
24 more responsibility in helping to lead this
25 Federation. This election is to fill the

1 remaining one year of the current term for Vice
2 President. At our AGM next year, there will be
3 another election for a full four-year term. So
4 since we have only one candidate for this office,
5 we're going to conduct this election by voice
6 vote. All those in favor of the election of Cindy
7 Parlow Cone as Vice President, please say "Yes" or
8 "Aye."

9 MULTIPLE SPEAKERS: Aye.

10 PRESIDENT CORDEIRO: The ayes have
11 it. Everyone, please join me in welcoming our new
12 Vice President of U.S. Soccer Cindy Parlow Cone.
13 (Applause.)

14 MS. PARLOW CONE: Thank you. It is
15 such an honor to stand here today as your Vice
16 President. Thank you for having the confidence in
17 me as I step into this new role. I am
18 passionately driven to positively impact our game
19 at all levels and across all demographics. And
20 just so you know, I will lean heavily on you to
21 help me do that because this is a collaboration
22 among all of us.

23 My objective as VP is to be an
24 active and impassioned advocate for all of you who
25 move and develop our game on a daily basis. I

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1 believe that with my extensive knowledge of and
 2 experience working in the soccer landscape --
 3 landscape of our country from grassroots to the
 4 international level, I can help us continue to
 5 build, develop and grow soccer in the U.S.
 6 Together we will improve the experiences of
 7 everyone in our great game. I look forward to
 8 working with all of you. Thank you.
 9 (Applause.)
 10 PRESIDENT CORDEIRO: Thank you.
 11 Thank you so much, Cindy. With her experience as
 12 a player, a coach, a leader, a friend to so many
 13 people across our Federation, I can't imagine a
 14 better person for this job. Let me just say as
 15 President and a very personal level, Cindy, how
 16 grateful I am that you've taken on this role to
 17 include, as I mentioned earlier, taking --
 18 agreeing to help lead our new strategic review of
 19 women's soccer. So we're truly, truly excited to
 20 have you on board.
 21 Let me also note a couple other
 22 changes at the board -- here at the Board of
 23 Directors. As her term comes to an end, I ask you
 24 to please join me in thanking Angela Hucles for
 25 her valued service as an athlete representative on

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1 the board and for co-chairing with Carlos
 2 Bocanegra the Technical Development Committee.
 3 Thank you, Angela.
 4 (Applause.)
 5 PRESIDENT CORDEIRO: And, finally, I
 6 want to thank John Collins, a longstanding,
 7 at-large board member who has decided not to seek
 8 re-election at the end of his term next month. So
 9 this will be John's last in-person board meeting
 10 as well. John, we're very grateful to you for
 11 your wise counsel, for chairing our Nominating and
 12 Governance Committee. Thank you very much.
 13 MR. COLLINS: Thank you.
 14 PRESIDENT CORDEIRO: We began our
 15 meeting today by saluting our great Life Members
 16 and I can report that the Board of Directors
 17 recently approved the nomination of our newest
 18 Life Member Richard Groff. For more than three
 19 decades, Richard has strengthened soccer at every
 20 level. From leading Pennsylvania Youth Soccer and
 21 U.S. Adult Soccer, the American Professional
 22 Soccer League, paving the way for MLS, to helping
 23 build the mens and the womens game, to serving on
 24 the board of our Federation and the U.S. Soccer
 25 Foundation.

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1 Five years ago, Richard was
 2 recognized with the Werner Fricker Builder Award
 3 and today, by acclamation, we are proud to welcome
 4 Richard Groff as our newest Life Member. Richard,
 5 please stand up.
 6 (Applause.)
 7 PRESIDENT CORDEIRO: You guys have
 8 been getting up a lot today. We're not done yet.
 9 Now, before one of our great traditions here at
 10 U.S. Soccer, For the Good of the Game, before I do
 11 that, I want to acknowledge all of our past, maybe
 12 present, National Team players, men and women, who
 13 are here today be it on the Athletes' Council or
 14 in any other capacity. Please stand up and be
 15 recognized, National Team players.
 16 (Applause.)
 17 PRESIDENT CORDEIRO: Before we open
 18 up the floor for For the Good of the Game, I
 19 wanted to begin by inviting one of our special
 20 guests and give them -- give him an opportunity to
 21 say a few words, our great partner, friend,
 22 CONCACAF President Victor Montagliani.
 23 MR. MONTAGLIANI: Thank you, Carlos.
 24 Gracias. Good morning, everyone. It's nice to
 25 see spirited debate alive and healthy in -- in our

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1 region. It's not something we could have said
 2 even a few years ago. It's a real honor and
 3 pleasure to be here in front of the members of
 4 U.S. Soccer. I'd like to acknowledge, first and
 5 foremost, some of the key members that I get to
 6 work with on a regular basis, first and foremost,
 7 FIFA Council Member Sunil Gulati and your
 8 President.
 9 (Applause.)
 10 MR. MONTAGLIANI: A key stakeholder
 11 not only in our region, but also at the FIFA level
 12 and now a member of the Stakeholders Committee
 13 Commissioner Don Garber.
 14 (Applause.)
 15 MR. MONTAGLIANI: And also my Vice
 16 President when I was at Canadian Soccer for many
 17 years and my dear friend and our current president
 18 Steve Reed.
 19 (Applause.)
 20 MR. MONTAGLIANI: I'd also like to
 21 acknowledge all the councils here and also
 22 specifically the Athletes' Council who I've had
 23 the privilege of going -- coming to speak to the
 24 last few years. I always enjoy being around
 25 players. I think it's very important that -- and

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1 I'm glad we're talking about the Good of the Game
 2 and I think, to me, it was actually a real
 3 pleasure, Carlos, that you introduced the National
 4 Team players because I think at the end of the day
 5 we all start out this game as players either in
 6 our mind or in our heart. Some of us go on to be
 7 good players, some of us go on to be legends in
 8 our own minds, but it was a real pleasure to be --
 9 to be with the Athletes' Council yesterday. So I
 10 want to have a special shout-out to them.
 11 CONCACAF, you know, I think one
 12 of the things that -- I've now been President
 13 almost three years and -- it will be three years
 14 in May. We have our Congress coming up and we've
 15 come through a lot in this region as a lot of you
 16 in this room know. But I think what I'm most
 17 proud about and I'm glad that I'm speaking after
 18 the Good of the Game title was put up is that
 19 we've brought futbol, I think, back to the region
 20 and the discussion has really been about futbol.
 21 And we have some of our
 22 colleagues here obviously from the FIFA family
 23 Jose, Jair, who we work closely with and also UEFA
 24 who is a dear friend of U.S. Soccer but also of
 25 CONCACAF. I'd like to acknowledge them as well.

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1 This year, as we know, is two -- two big moments
 2 at the senior level. We have the Gold Cup which
 3 is for the first time ever we have expanded it to
 4 16 teams with two venues being outside of North
 5 America, one in Costa Rica and one soon to be
 6 announced in the Caribbean, and that is a sign of
 7 growth in our region, not just on the field, but
 8 also off the field.
 9 We have the Women's World Cup
 10 and obviously we have Alex Morgan who is Player of
 11 the Year in CONCACAF and also Alyssa Naeher who
 12 was also Goalkeeper of the Year in the region and
 13 obviously as I think it was Dan that said that
 14 Jill says that they're just going to win another
 15 World Cup and obviously we have two other teams
 16 going to represent, one Canada, a very young team,
 17 but also I think one of the great stories that has
 18 come out of this region on the women's side is
 19 that for the first time ever a Caribbean nation is
 20 going to represent CONCACAF at the Women's World
 21 Cup, Jamaica, which was a tremendous story where
 22 the entire nation after their qualification
 23 welcomed them home and, to me, those are signs
 24 that on that side of the game that this region has
 25 tremendous potential, not only to win the World

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1 Cup, but also to really light the flame of women
 2 all -- all across our region.
 3 The U-20 Men's Championship
 4 congratulation to Tab Ramos. I had the pleasure
 5 of also being there and it was a tremendous
 6 tournament at the IMG facility and 2018 was -- was
 7 a World Cup year and -- a World Cup year, but also
 8 a watershed moment for this region. A watershed
 9 moment in this region because as we had started
 10 off this meeting the winning of the united 2026
 11 bid and I think as we look to that as our North
 12 Star over the next seven, eight years I think it's
 13 important, though, to take into context really
 14 what, I think, our next challenge is in this
 15 region.
 16 And when I say this region, I
 17 think obviously the U.S. Soccer, which is a key
 18 color and a major piston in the engine in our
 19 region that our next frontier is really about
 20 culture and the culture of futbol. And what is
 21 the culture of futbol? You know, it's not about
 22 paying \$200 million for a player. It's not about
 23 wages at 300,000 -- 450,000 Pounds a week.
 24 What culture is is what we have
 25 in this region. For too long, I keep hearing that

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1 futbol or soccer is the future in this region.
 2 Well, it's not the future, ladies and gentlemen,
 3 it's the present. And I think it's time we start
 4 speaking with a different candor and a different
 5 tone starting with our leaders in U.S. Soccer and
 6 Mexico and the U.S. who did win the bid, but also
 7 throughout the region.
 8 We should be proud of the futbol
 9 culture we have here. Why? Because men and women
 10 can play the game equally. You can go to a game
 11 and the stadiums are full and you don't have to
 12 worry about the safety of your children and your
 13 family. We are leaders in world futbol, make no
 14 mistake about it, and it's about time we stand up
 15 and start telling the world that we are.
 16 And so as your CONCACAF
 17 President, I'm very happy and proud of the work
 18 U.S. Soccer has done, not only in the past, but in
 19 the present and I will be here to support you
 20 every step of the way.
 21 And, to that end, we launched in
 22 November a strategic plan for CONCACAF. We
 23 launched a process, a process that will take 18
 24 months, that will culminate at some point in 2020
 25 and that process will involve all the

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1 stakeholders, all the stakeholders that are here
 2 present in this room, all the stakeholders in our
 3 region.
 4 And really what that strategic
 5 plan is it's called CONCACAF 2030 and it is really
 6 answering the questions what will we be, what will
 7 CONCACAF look like and what do we want it to look
 8 like in the year 2030? When I say CONCACAF, it
 9 doesn't mean me and my staff in Miami or in
 10 Guatemala City or in Kingston, Jamaica. It means
 11 us. We are CONCACAF.
 12 And I think as we look on the
 13 tremendous growth that has happened and the
 14 potential growth, I think it's important to look
 15 at the futbol history especially in our region in
 16 the U.S. and specifically in North America. Our
 17 history has shown that we can get somewhere alone
 18 very fast, but I think what the united bid has
 19 taught us is that we can get far together and that
 20 is the key message as we move forward as not only
 21 one nation as your logo says, but also as one
 22 CONCACAF.
 23 And so to that end, I'd like to
 24 acknowledge your president with a little token of
 25 our appreciation from our CONCACAF family.

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1 Carlos, first and foremost, on behalf of the 41
 2 nations that are listed behind here and the one
 3 CONCACAF family, I'd like to acknowledge not only
 4 my invitation here, but also, Carlos, I want to
 5 thank you on a personal level.
 6 You sit on the CONCACAF council.
 7 You're a trusted team player by -- not only by the
 8 council, but also all the members of our CONCACAF
 9 family and I want to thank you for your service to
 10 CONCACAF, to the region, obviously to U.S. Soccer
 11 and on a personal level thank you for being a
 12 friend.
 13 (Applause.)
 14 PRESIDENT CORDEIRO: Thank you.
 15 MR. MONTAGLIANI: Thank you.
 16 PRESIDENT CORDEIRO: I can't let you
 17 leave just quite yet. As a Canadian, a very proud
 18 Canadian still, I never thought I'd see you with a
 19 U.S. jersey, but today --
 20 MR. MONTAGLIANI: Neither did I.
 21 (Applause.)
 22 PRESIDENT CORDEIRO: All right. So,
 23 at this point, I'd like to make a special
 24 announcement. Earlier, we all heard from Dan
 25 Flynn. Dan has served as our CEO and Secretary

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1 General with distinction for the past 19 years,
 2 maybe longer than even he intended.
 3 And, in particular, I'd say over
 4 the last 12 to 18 months, he has helped us to
 5 ensure continuity and stability. Dan, I'm
 6 especially grateful to you for your partnership,
 7 your wise counsel and friendship this past year.
 8 And so it's very bittersweet that we're announcing
 9 today that Dan will step down later this year as
 10 we thank him for nearly 20 years of outstanding
 11 service.
 12 As with every senior position at
 13 the Federation, we'll conduct a thorough search
 14 for his successor and we'll work for a seamless
 15 transition. There will be many more opportunities
 16 in the future to thank Dan for his many
 17 contributions, but, Dan, you didn't think we'd let
 18 you off that easy today, did you?
 19 MR. FLYNN: No.
 20 PRESIDENT CORDEIRO: True to his
 21 Missouri roots. Dan is the very definition of
 22 Midwestern humility. He doesn't boast, he doesn't
 23 seek the limelight and as a result the scope of
 24 his impact is not always fully known on the
 25 outside. So I want to take this opportunity, if I

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1 may, today to briefly share a few highlights and,
 2 yes, Dan, we're going to embarrass you just a
 3 little.
 4 In Dan Flynn -- in Dan Flynn,
 5 our Federation found the proven experience of a
 6 player, a business leader and a soccer executive.
 7 As a star defender in college, he helped St. Louis
 8 University win the 1973 NCAA Soccer Championship
 9 and I'm told that back then he also had a pretty
 10 amazing afro. Wow. In business -- in business,
 11 he became President of Anheuser-Busch
 12 International at the age of 31 and in leadership
 13 positions at U.S. Soccer -- so both at U.S. Soccer
 14 and at the Foundation, he helped fuel the growth
 15 of soccer in the late 1990s.
 16 Today, we see Dan's work as CEO
 17 in world class facilities from the National
 18 Training Center in Carson, California, to the
 19 National Training and Coaching Development Center
 20 in Kansas City, to the brand new National Soccer
 21 Hall of Fame in Frisco, Texas. We see his work in
 22 a renewed focus on National Team and player
 23 development, especially our youth.
 24 In fact, during his tenure, our
 25 Women's National Team won three Olympic gold

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1 medals and a World Cup and we see Dan's work and
 2 the critical role in some of our greatest
 3 successes from hosting the 2003 Women's World Cup
 4 with just four months to prepare, to the 2016 Copa
 5 America Centenario, which is a major boost to our
 6 financial security, to our successful bid to host
 7 the Men's World Cup in 2026.

8 I have to point out as many of
 9 you know that Dan did this all in recent years
 10 while undergoing major surgery, a heart
 11 transplant, fully recovering and then getting back
 12 to work often at a relentless pace. Dan is
 13 unstoppable. None of this comes without huge
 14 sacrifice. True, Dan has two great loves in his
 15 life; soccer and his family, but not in that
 16 order. All this time his family has continued to
 17 live back home in St. Louis, Dan has commuted to
 18 Soccer House in Chicago just about every week for
 19 25 years.

20 And next month he and his wife
 21 Cathy, who is with us today, will celebrate their
 22 41st wedding anniversary.

23 (Applause.)

24 PRESIDENT CORDEIRO: On behalf of
 25 all of us, I want to thank Cathy and your

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1 daughters, Lauren, Anneliese, and Erin, their
 2 families, and your grandchildren for sharing Dan
 3 with -- with us for all these years. Your legacy,
 4 Dan, will be felt in many other ways. So many --
 5 so many at Soccer House and people in this room
 6 today have their stories. If they asked for five
 7 minutes of Dan's time, he'd give them 30. If they
 8 needed advice, he'd become a mentor.

9 Dan, the example of your
 10 dedication, your decency, will continue to inspire
 11 those who have worked under you the next
 12 generation of soccer leaders for many, many years
 13 to come.

14 So I know I speak for many of us
 15 when I say that it's hard to imagine Soccer House
 16 without you, but you can look back on your tenure
 17 knowing that our Federation and soccer in America
 18 is stronger than ever in no small measure, Dan,
 19 because of you.

20 So as I invite Dan to say a few
 21 words, I will ask you all please to join me in
 22 expressing our profound gratitude to our CEO, our
 23 friend, great champion of soccer in America, Dan
 24 Flynn.
 25

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1 (Applause.)
 2 MR. FLYNN: Thank you very much.
 3 Thank you. While I kind of pride myself on not
 4 being surprised, but I was very surprised --
 5 Carlos, thank you for that wonderful introduction
 6 and somewhere my wife we're going to have a
 7 discussion about those pictures.

8 As Carlos was providing his
 9 wonderful introduction, I couldn't help but really
 10 stare at Hank. Hank and I are the only two people
 11 who have held this position really in about the
 12 last 30 years and I will never forget the day I
 13 took over and the transition that Hank said to me
 14 "Dan, I will do anything to help you succeed. I
 15 will do anything to help U.S. Soccer succeed."

16 So anybody that knows Hank he is
 17 a man of his word. He was there when the corky
 18 hours when I would call him when maybe things
 19 weren't going so well. I got a lot of calls when
 20 he said "Hey, congratulations." First one to
 21 always call when we had success on the field, but
 22 what I most appreciate about Hank was when he
 23 would call me and kind of say "Hey, Dan, I think
 24 you guys are maybe going off the rails a little
 25 bit." He provided an incredible balance. So,

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1 Hank, thank you for your friendship.
 2 (Applause.)

3 MR. FLYNN: So I'm frequently asked
 4 over the years what's my favorite team and
 5 obviously it's a trap question and one that I
 6 completely stay away from, but I will now reveal
 7 my favorite team today. It's my medical team.

8 (Applause.)

9 MR. FLYNN: Obviously, without them
 10 I wouldn't be here. But it would be impossible to
 11 thank all of my team members that I work with. I
 12 would be remiss and I'm going to try to just
 13 recognize by name the nine direct reports that I
 14 have, but they epitomize kind of the saying that
 15 it's not about recognition, it's about results.
 16 So Lydia, Jay, Brian, Pinky, Tonya, Neil, Nico,
 17 Asher and Earnie, you make it easy to come in
 18 every day, it's easy to stay motivated and you
 19 continue to motivate me. So thank you very much
 20 for your incredible dedication to U.S. Soccer and
 21 making my job a whole lot easier.

22 (Applause.)

23 MR. FLYNN: As I was thinking
 24 through my transition a number of years ago when
 25 Sunil and I were talking, I was going through my

1 calendar and looking at all the meetings and I did
2 it for about five, six, seven years and I kept
3 noticing a certain name that would kind of pop up
4 on my schedule and then I realized, I said "Heck,
5 I'm spending more time with Jay Berhalter than my
6 wife" and so the transition proceeded. Sorry,
7 Jay, but Cathy's better looking.

8 I do want to -- you always run a
9 little bit of a risk. I mentioned nine people,
10 but I do want to mention Jay in particular. He
11 worked with me at the Foundation and I was able to
12 get him to come to U.S. Soccer. He did leave U.S.
13 Soccer for a bit and we were lucky enough to
14 recruit him back. In any job, there is people
15 that stay late, give you really good advice, they
16 give you honest advice, you don't always like to
17 hear it, but I really couldn't have accomplished,
18 it's not me, we couldn't have accomplished a lot
19 of what we've accomplished without Jay. So, Jay,
20 a special thanks.

21 (Applause.)

22 MR. FLYNN: When Bob Contiguglia and
23 the board decided to hire me 18.5 years ago, there
24 were really two things that I thought we could do
25 as an organization. One was build a brand and the

1 other was to try to find a way to be relevant in
2 our sport 365 days a year and if we accomplished
3 both of those items, the financial success would
4 kind of come along with it and I think we've been
5 able to accomplish that with the membership in
6 this room. In terms of building the brand, you
7 have to thank the athletes. They don the jersey.
8 They wear the crest. What they do and the success
9 on the field is so critically important to
10 building our brand.

11 But when they're playing for the
12 National Team, they go back, they have to have
13 somewhere to go back to and they go back to their
14 clubs and when you look at where we are today
15 versus 20 years ago, that opportunity that has
16 been provided by professional soccer and our
17 country and the growth of us that is really the
18 reason that we are much more relevant as a sport.

19 So I thank the athletes. I
20 thank the grassroots at the youth and the adult
21 level. You bring the joy to the game. For the
22 youngsters, you provide that platform of joy when
23 they're adults. And on the relevancy, I just have
24 to thank professional soccer, all three leagues;
25 our women's league NWSL, USL and most of all, Don,

1 I want to thank you for your leadership,
2 incredible growth that you've brought to our sport
3 and, in particular, and I've said this repeatedly,
4 I'm not sure they get enough credit for the
5 supportive culture that now exists in our country.

6 These are fans that they're not
7 coming to the games. They're donning the scarves,
8 they're going to the pubs and they're marching to
9 the games. That's an incredible difference versus
10 20 years ago and to -- I know our Fan Council is
11 here -- to the fans who support all the National
12 Teams, thank you very much.

13 I wanted to take -- be very
14 brief. I didn't know this was all happening. I'm
15 kind of scrambling through this a little bit. I
16 apologize. But I've served under four, but there
17 have been five presidents that have really
18 impacted my life. Werner Fricker, the man simply
19 believed when nobody else did. I was in the beer
20 business and he asked to arrange a meeting with
21 the President of Anheuser-Busch who was a big fan.
22 By the end of that meeting, the President of
23 Anheuser-Busch was ready to double down, but
24 Werner believed when very few others didn't
25 believe.

1 Alan Rothenberg, who is not
2 here, but staging the World Cup was what everybody
3 talked about, but he saw it a lot differently. It
4 was a 30 -- 30-day party and a platform and a
5 runway to start a Division I men's league. Simply
6 nothing less than spectacular.

7 Bob Contiguglia, thank you for
8 hiring me. I would say about the integrity of the
9 process focus on principles, stay focused on the
10 important things as to how we get better. We'll
11 never forget it. He kept it very simple. Very
12 powerful.

13 Sunil, thank you for your
14 dedication to the game. Thank you for your
15 commitment to growth and I will say this of Sunil
16 that I don't think he has deserve- -- he's gotten
17 the credit for this particular point. He
18 absolutely moved us to take risk and that's not an
19 easy thing to do, move a member organization into
20 a riskier proposition, but he built that in to the
21 staff in such a way it became very common. Very
22 difficult to do, but really needed in the 12-year
23 run that you had. So thank you very much, Sunil.

24 (Applause.)

25 MR. FLYNN: Carlos, thank you for

1 the kind introduction. I say of Carlos' vision he
 2 presented a vision, you elected him in '18, led
 3 the World Cup bid efforts successfully. You heard
 4 today vision in 2027. That's all balanced with a
 5 pursuit of excellence. It's a tough balance, but
 6 one that he handles quite well. So thank you,
 7 Carlos, for not only today and all the leaders and
 8 presidents, but thank you for what you're going to
 9 do for U.S. Soccer in the years to come.

10 So at the end of any journey,
 11 worthwhile journey, I think you take a moment and
 12 you kind of go back to your roots and that's
 13 really what this is about for me, reconnect a
 14 little bit, grandkids, family, friends that I've
 15 stayed connected with but haven't had a lot of
 16 personal contact. So with the grandkids,
 17 particularly Stella at seven, lives in Overland
 18 Park, and Danny and Jay in St. Louis, Missouri
 19 Youth Soccer and Kansas Youth Soccer, ready or
 20 not, here I come.

21 So I want to -- I talked about
 22 my favorite team. I'm going to talk about my
 23 toughest negotiation or conversation I ever had.
 24 It's really an introduction to my wife but when I
 25 was going facing surgery, you're encouraged to

1 talk about if you don't make it. It may sound
 2 kind of awkward today.

3 So I designed this little
 4 get-together with my wife and I said "Look, if I
 5 don't make it, I want you to share your life with
 6 somebody else" and it did not go well. So I tried
 7 to add a little humor and I said "Would you let
 8 him drive my car? Would you let him sleep on the
 9 same side of the bed?" That was the end of that.
 10 So it was a little chilly and I said "If I only
 11 have one more question to ask you, would you let
 12 me do it and I will never ask you another question
 13 about this" and she said "Okay. If you promise."
 14 I said "I promise." So I said "Would you let him
 15 use my golf clubs?" She said "Don't worry about
 16 it. He's left-handed."
 17 (Applause.)

18 MR. FLYNN: So I -- I hope my wife
 19 is here. I don't see her. And I will end, you
 20 know, really it's about in tough times adding a
 21 little bit of humor and smiling and a little bit
 22 of collaboration I think goes a long way. So I
 23 have everything to thank my wife about for
 24 allowing me to do this job all these years and I
 25 will say publicly what I say to my wife every

1 morning I love the way you love me.
 2 So it's been an honor for 18.5
 3 years. It's been a privilege. Carlos, thank you
 4 for your kind introduction. I'm very grateful.
 5 Thank you.
 6 (Applause.)

7 PRESIDENT CORDEIRO: Tough act to
 8 follow. All right. Now, For the Good of the
 9 Game. We are, after all, a membership
 10 organization and this is another opportunity to
 11 make sure we're always hearing from you, our
 12 members. This is your Federation. We want to
 13 hear what's on your mind, your successes, your
 14 concerns, your ideas.

15 I'd ask, please, that you give
 16 your name and organization. Keep your comments as
 17 brief as possible so that everyone has an
 18 opportunity to speak.

19 With that, the floor is open and
 20 I'll take -- is that Greg?

21 MR. GRIFFITH: Hi. Greg Griffith,
 22 Georgia State Soccer Association. I just wanted
 23 to recognize what happened in Georgia this year
 24 through Atlanta United and a great leader with
 25 Carlos Bocanegra up on the stage. In case you

1 missed it, they won the MLS Cup this year, but
 2 they set single season attendance records of
 3 averaging 53,000. They had over 900,000 people
 4 come over 17 home games, set single season records
 5 for games with around 72,000 attending multiple
 6 games. We broke a record for MLS All Star Game
 7 attendance. We broke a record for MLS Cup
 8 attendance and the environment is just fantastic
 9 that they've created.

10 If you get a chance, it's sold
 11 out all the time, but if you get a chance and you
 12 want to scalp a ticket, come on down, but I just
 13 want to say thank you to Atlanta United for that
 14 because ever since I got into the soccer business
 15 when I tell them what I do almost second or third
 16 question they say is "When is soccer going to make
 17 it big in this country" and now thanks to Atlanta
 18 United if you go to a game, we're here. We made
 19 it big. So thank you very much.
 20 (Applause.)

21 PRESIDENT CORDEIRO: Thank you,
 22 Greg. Tom Moore?

23 MR. MOORE: Tom Moore, California
 24 Soccer Association North. Thank you very much to
 25 everyone for passing this new Policy 414-1 today

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1 and certainly it will mean a bit more work for the
 2 national Board of Directors, certainly a bit more
 3 work for the staff, but it's also an opportunity
 4 for all of us because as I look across the
 5 National Council here, I'm quite certain we have
 6 experts in financial management, IT, human
 7 resources, education, I would guess that perhaps
 8 we have a few experts in marketing and PR over on
 9 the Pro Council. Lord knows we have enough
 10 attorneys in the room.

11 So please take advantage of this
 12 opportunity because we're -- we've taken an
 13 important step towards open governance and your
 14 expertise can be useful in moving the game forward
 15 for all of us. Secondly, 30 minutes after this
 16 meeting ends a group of men and women from the
 17 Adult Council will be meeting out in the small
 18 field for some pickup soccer and if I remembered
 19 my goalkeepers gloves I would throw them down on
 20 the ground because we are challenging the
 21 Athletes' Council to a game.

22 (Applause.)

23 PRESIDENT CORDEIRO: Great.

24 MR. KELSEY: Rick Kelsey, Arizona
 25 Soccer Association. Just two things I want to

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1 encourage everybody to become a part of. Here in
 2 Arizona we've launched a partnership with Clemson
 3 University. This weekend we're actually hosting
 4 ten disabled veterans from Arizona. We're putting
 5 them through the grassroots coaching license and
 6 it's a program we want to continue to do. I would
 7 encourage other states to reach out to Clemson
 8 University as they have a program that they have
 9 launched this year.

10 Also, we have a club here in
 11 Arizona, North Phoenix Christian Soccer Club, that
 12 has 134 refugees. They actually came this week
 13 and helped U.S. Soccer stuff the goodie bags that
 14 you guys had. It was an absolutely amazing
 15 experience for me because as we were here we went
 16 around and took the kids around the hotel. One of
 17 the kids said "Wow. I feel rich." I was like,
 18 well, that's kind of funny. Then we continued to
 19 walk around. We went by the pool. One of the
 20 window shades was open. One of the kids looked
 21 into the hotel room and said "Oh, look. That's a
 22 really cool bed. I wish I had a bed."

23 These kids are in all of our
 24 communities. I encourage you to find them, bring
 25 them together. You have really, really good

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1 people, good organizations. When we look at the
 2 pay to play models we all hear about, these are
 3 the kids we want to grab, these are the kids we
 4 want to help and it's a great opportunity. What
 5 we have also done this weekend is we've taken
 6 those kids in that club and they're the players
 7 that are being used by our vets.

8 So we're integrating these two
 9 communities together and I encourage all of you to
 10 reach out to those two communities. Thank you.

11 (Applause.)

12 MR. BORTS: David Borts, Rhode
 13 Island Soccer Association. First, just to double
 14 down on all of the congratulations to Dan Flynn.
 15 He has been a model to us all and a great leader
 16 of this organization for a long time, for
 17 everybody here.

18 Second, the reason that I got
 19 up. In the spirit of one nation, one team and the
 20 building of this sport, I have to speak with a
 21 small degree of disappointment today. I found it
 22 disappointing that bylaw proposals which were
 23 submitted to this body well in advance and
 24 unfortunately only considered annually, we were
 25 not able to support our Armed Services Board's

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1 Council request. A number of people in this room
 2 are disappointed by our action today and I think
 3 we have to do better. That is a body in this
 4 country that is clearly part of one nation and one
 5 team. Thank you.

6 (Applause.)

7 PRESIDENT CORDEIRO: Chris?

8 MR. BRANSCOME: Chris Branscome,
 9 Eastern Pennsylvania. And on behalf of our state,
 10 I just want to congratulate our friend and mentor
 11 Richard Groff on his selection as a Life Member.
 12 He's done so much for our area, our country, me
 13 personally. Thanks, boss. You've done a great
 14 job.

15 And to future Life Member Dan
 16 Flynn, thank you for what you've done. I guess I
 17 just nominated you. I also just wanted to say
 18 Philadelphia welcomes everybody to the SheBelieves
 19 Cup on February 27th and, CONCACAF, we look
 20 forward to hosting Gold Cup games later in June.
 21 So tickets are available. Buy now. Thank you.

22 (Applause.)

23 PRESIDENT CORDEIRO: Thank you.

24 MS. MALONE: Hi. I'm Jessica Malone
 25 speaking on behalf of the Fan Council. This is

1 our second AGM that we've attended and we wanted
2 to take time to thank all the regional councils
3 and all the members who have let us stop by their
4 meetings and get to meet you guys and learn about
5 the important work that you're doing because
6 that's something that sometimes the fans aren't as
7 aware of as they should be.

8 We want to thank everyone at
9 U.S. Soccer who always takes the time to show us
10 what goes on in the day-to-day operations.
11 Carlos, Jay and Dan, thank you. And also to say
12 congratulations to Cindy Parlow Cone. We look
13 forward to working with you over the next year and
14 to all of you, we hope to see you around at some
15 games. Thanks.

16 (Applause.)

17 MR. LARABA: David Laraba, West, by
18 God, Virginia. You knew that was coming. I just
19 had to do it. A couple quick things. Jennifer,
20 lieutenant colonel, thank you for coming back this
21 year and thank you for proudly wearing your
22 uniform. Well done, Marine. Thank you for your
23 service to our game and to our country.

24 (Applause.)

25 MR. LARABA: On a personal note and

1 also from West Virginia, Dan, thank you for your
2 support and all you've done both for West Virginia
3 and for the game. And my good, longtime, I'm not
4 going to say how many years, friend, Richard,
5 congratulations. Well done. Finally, I was
6 happening to be looking through because a couple
7 people mentioned, you know, you said something
8 last year through Good of the Game. Well, that's
9 a surprise. And I looked to see what I said. I
10 thought I remembered, but I wasn't sure.

11 So I said because of the crowd
12 from last year and all of the attendance that I
13 challenged everybody that was attending to come
14 back. How many of you were here last year at the
15 AGM? Can you raise your hand or stand up. Thank
16 you.

17 The second thing I said was I
18 challenged the candidates to not walk away if they
19 weren't -- if -- for ones that were not
20 successful. I asked them to continue their
21 service and several of them said they would. I
22 would like all the candidates who ran for
23 president last year to please stand up. Thank
24 you, Carlos.
25

(Applause.)

PRESIDENT CORDEIRO: Thanks.

1 MR. STEINBRECHER: I might get a bit
2 emotional. Hank Steinbrecher, Life Member.
3 Danny, everyone knows we shared the same seat.
4 They don't know the depth of the friendship that
5 we've had. You've taken that chair to new, new
6 heights. Today, I pay homage to everything you've
7 done for our sport and for the friendship that
8 I've had for you over these many years. My only
9 prayer is that God continues to bless you. Thank
10 you for being such a dear friend and a dear friend
11 to our game. Good bless you.

(Applause.)

PRESIDENT CORDEIRO: Sorry. Curt?

15 MR. REGRUIT: Curt Regruit, New York
16 West Youth Soccer. Several years ago when I
17 became state president, I -- as I attended
18 national meetings, purposely started to reach out
19 to various members from the Federation; Caitlin,
20 Brian, I knew Carlos, Sunil, Dan and my intent was
21 to try and advocate for more commitment to the
22 youth soccer game. I had a lot of doubters as I
23 talked to people. Many said -- you know,
24 questioned whether I would -- I would have much
25

1 success, but there are others out there like me
2 over the last few years who have done the same.
3 It's very clear two years later, three years later
4 in your stated commitment that fixing youth soccer
5 is a priority that you've listened to us and I
6 just wanted to express our gratitude on behalf of
7 all of us in the youth soccer game for listening,
8 for making that commitment. We'll continue to
9 press you, but we're grateful for the commitment
10 and we look forward to that commitment going
11 forward and the results of it. Thank you.

(Applause.)

12 PRESIDENT CORDEIRO: Thank you,
13 Curt.

14 MR. POPP: Thank you. Dan Popp from
15 Washington Youth Soccer. I just wanted to take a
16 moment to -- on behalf of Terry Fisher, our CEO,
17 Felipe Mendez, our board Vice President and myself
18 to thank the Innovate to Grow Committee and the
19 organization for including Washington and our --
20 our grant bid to be approved. There is a lot of
21 growth happening in our country and your
22 investment in those projects is paramount.

23 As I sit as one of many
24 committee members on the Organizational Growth
25

1 Committee with Dr. Zopfi and the leadership from
2 Bill Taylor from Idaho, we are working hard to
3 define ways in which we bring new kids into the
4 game to engage communities that are not being
5 engaged with today and the Innovate to Grow grant
6 that we received and were approved for will be a
7 huge step in central Washington for us to do just
8 that.

9 So on behalf of us and for the
10 rest of you who did not, I -- I was listening to
11 Carlos' comment earlier. If you did not submit
12 for a grant, I strongly encourage you to do that.
13 It's a very reasonable process. Frankly, I think
14 Jay said the other night the bar is, frankly,
15 pretty low. They want good programs that they can
16 invest in. So I encourage you all to submit in
17 the next round. So thank you very much. We
18 appreciate it.

19 (Applause.)

20 PRESIDENT CORDEIRO: Thank you, Dan.

21 MR. GROFF: Richard Groff and I'm
22 honored to say Life Member.

23 (Applause.)

24 MR. GROFF: It's a great honor to
25 join the incredible people sitting to our left and

1 to thank each of you for voting me in. I was a
2 little nervous there for a while. This was
3 been -- it has been a 30-year journey and
4 certainly I need to thank my friends at Eastern
5 Pennsylvania Youth Soccer and Region 1 that
6 started this journey, but I wouldn't be here today
7 without the partners, the mentors, the advisors.
8 Sunil, Kevin, Hank, especially Dan, you've been
9 remarkable in your guidance to keep me going. I
10 love this organization, I love our teams and I
11 look forward to helping you grow this sport.
12 Thank you.

13 (Applause.)

14 PRESIDENT CORDEIRO: Lynn?

15 MS. BERLING-MANUEL: I'm not
16 actually going to say -- speak about the things
17 that you probably think I'm going to speak about.
18 I'm just saying. This is actually a moment that I
19 want to speak to Dan and I am never ever, ever
20 going to call you Danny just so you know. Ever.

21 Dan and I first met at the then
22 NSCAA convention a lot of years ago in Atlanta
23 where he was pouring beer for Budweiser and since
24 that time -- it's more years than either of us
25 would probably care to admit to.

1 MR. FLYNN: You're right.

2 MS. BERLING-MANUEL: The hair was
3 cut by then. I must admit I have never seen that
4 before. And I just want to say thank you also.
5 You have been a good friend and a good mentor and
6 one of the things that I've always appreciated is
7 that we've been on the same side of the table
8 occasionally, we've been on opposite sides of the
9 table, you've been a tad salty from time to time,
10 but always direct and honest and you've always
11 said yes when you meant yes and no when you said
12 no -- when you meant no and that has meant the
13 world. I have learned so much from you.

14 First, in my days -- my many,
15 many days at Soccer America and then my years at
16 AYSO and now at United Soccer Coaches -- and I
17 wanted to thank you. When we made the new
18 re-brand from NSCAA United -- to United Soccer
19 Coaches that was a large and frightening step and
20 you came up to me and said "That was kind of a
21 bold move, wasn't it, Lynn?" And -- but you said
22 it in a nice way and I appreciated it because
23 there were a few people out there who were saying
24 not such nice things. I have killed their child.
25 But I want to just say thank you for all that you

1 have done. We understand that you will be in
2 Kansas City more often. So come on by Union
3 Station and we welcome you any time. Thank you
4 for everything.

5 (Applause.)

6 MS. BENDER: Mary Jane Bender,
7 Illinois Soccer. Looking back, I met Dan in -- 26
8 years ago in 1993 when he was the head of the
9 Chicago World Cup Committee and he has always been
10 honest with me. He told me things I sometimes
11 didn't want to hear. I have tremendous respect
12 for Dan. He's been supportive, a motivator and,
13 Dan, I just -- it's really sad for me to see you
14 leave this position because I have a tremendous
15 amount of respect for you and many of you know
16 that I'm outspoken and I have ideas and -- but,
17 Dan, I have such tremendous respect. You were
18 very important to me and to the state associations
19 and I wish you the best.

20 MR. FLYNN: Thank you.

21 (Applause.)

22 MR. BOLLINGER: Jim Bollinger,
23 Eastern Pennsylvania Soccer Association. Three
24 items. First of all, Dan, I'd like to say thank
25 you on behalf of the Eastern Pennsylvania Soccer

1 Association family and membership for all your
 2 years of service and dedication. I was pleased to
 3 see you actually had a worse hairdo than I did at
 4 that age in life, although obviously we flipped
 5 the coin with regards to your hairdo versus mine
 6 now.

7 Secondly, I'd like to say thank
 8 you for all your years of service and dedication
 9 and I am happy to see Richard Groff, one of the
 10 favorite sons of Eastern Pennsylvania and Region 1
 11 as well as USASA being inducted as a Life Member
 12 and last, but not least, I want to piggyback what
 13 Dave Borts said I don't think it was our finest
 14 moment when we opted to take the easy way out and
 15 refer the at-large bylaw amendment back to
 16 committee, hopefully not to be buried. So,
 17 ladies, in that regard, so that doesn't happen, if
 18 you want to resubmit this, Eastern Pennsylvania
 19 will be more than happy to submit it on your
 20 behalf. Thank you.

21 (Applause.)

22 MS. HALTERMAN: Kendra Halterman
 23 from Utah. I also help in the WPSL. For all of
 24 you that were unaware, Jerry Zanelli passed away,
 25 the founder of the WPSL, in November. Jerry was a

1 huge advocate of the women's game and he will be
 2 greatly missed. The WPSL has been taken over by
 3 three new owners. They are revamping the league
 4 and making it stronger than ever and I encourage
 5 all of you to continue to support women's soccer.

6 (Applause.)

7 MR. BERNARD: Good afternoon. Peter
 8 Bernard from Eastern New York and I'm going to
 9 make this short and sweet. On behalf of one of
 10 the oldest states that is part of this
 11 organization, that started this organization,
 12 Eastern New York, I want to say thank you to two
 13 legends, and I mean this sincerely, that is Dan
 14 Flynn and Richard Groff. So thank you, thank you
 15 very much.

16 (Applause.)

17 MR. FISHER: Terry Fisher from
 18 Washington. In 1973 and 1974, UCLA, where I was
 19 coaching, where Ziggy Schmidt was a player, we
 20 lost the final in '73 and the semifinal in '74 to
 21 Dan Flynn and St. Louis University. We also -- we
 22 also this year lost Ziggy Schmidt and I wanted to
 23 take a minute to acknowledge Ziggy as a
 24 personality, as a player, as a passionate soccer
 25 person and it sort of crosses both areas. We lost

1 a great coach. MLS was nice enough to name their
 2 Coach of the Year Award after Ziggy and I just
 3 wanted to acknowledge that connection.

4 (Applause.)

5 PRESIDENT CORDEIRO: One more
 6 comment.

7 MR. MCCARTHY: Jim McCarthy,
 8 Missouri Youth Soccer. To Carlos and Dan, Carlos,
 9 good luck in trying to find a replacement for Dan.
 10 Dan, you made the offer. Missouri Youth Soccer
 11 accepts your offer when you're off the board and I
 12 would like to end with "Go Mix."

13 (Applause.)

14 PRESIDENT CORDEIRO: Thank you.
 15 Thank you very much, everyone, for those comments.
 16 I think today --

17 MR. MOTTA: Carlos?

18 PRESIDENT CORDEIRO: I'm sorry. The
 19 board. Down at that end. John.

20 MR. MOTTA: Yeah, I would like to
 21 thank Carlos, Jay, Brian, Dan, and, of course,
 22 UEFA for giving U.S. Adult Soccer an opportunity
 23 to play at a newer level. We're looking forward
 24 to partnering with UEFA in this new cup we will be
 25 playing in 2020. I'd also like to ask our

1 CONCACAF President Victor to maybe expand this and
 2 bring something into the region to give
 3 opportunities to amateur teams in the region to
 4 compete against each other and while we look for
 5 new opportunities, I don't want anyone to forget
 6 that our women also play soccer. So let's keep
 7 them in mind when we look for opportunities.
 8 Thank you.

9 MR. GARBER: Thank you. Do I have
 10 to hold it in?

11 MR. FLYNN: Yes.

12 MR. GARBER: Okay. Thank you,
 13 Carlos. Let me start by thanking Victor for
 14 coming here to our Congress and also, Victor, for
 15 your pride and commitment to making our region one
 16 of the great regions for the sport. The time we
 17 spent together in traveling around the global
 18 soccer/futbol market it gives me great pride and
 19 admiration for your leadership to try to bring the
 20 respect to our region in the world. So thanks for
 21 coming.

22 I'd like to also congratulate
 23 Cindy for her new role and, Gregg, for your new
 24 role and I think it's important to sort of point
 25 out that as our sport continues to develop and

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1 evolve and as Bob mentioned the largest group of
 2 Pro Council members here representing the women's
 3 league, Major League Soccer, the USL, the vast
 4 majority of all those people here are people that
 5 came out of the grassroots, played as kids, likely
 6 played in college and then had professional
 7 careers like Cindy and Gregg and are now working
 8 full-time in the sport.
 9 So part of creating a soccer
 10 nation is being able to have opportunities for
 11 people to work in the game and our collective
 12 leagues are employing thousands and thousands and
 13 thousands of people that now can come out of being
 14 a player to now taking this sport they love and
 15 being able to make a career in that sport. So I
 16 want to thank everybody who has come from the Pro
 17 Council for their commitment to the game.
 18 And I want to thank the entire
 19 membership for your support of the professionals
 20 and, Dan, I want to take a couple of minutes, if I
 21 can, and I promise I won't take too long, to give
 22 my respect, my admiration and support for
 23 everything that you've done to lead this
 24 Federation for so many years. You have such an
 25 incredible commitment to trying to be as good as

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1 you possibly can be in bringing out the best in
 2 everyone whether it's your staff or it's all those
 3 people that you've worked with.
 4 I have been in this job for 20
 5 years and 19 of those years you've been there to
 6 help me be the leader that I can be and I would
 7 not be the person I am, leader of this league, if
 8 not for you. Major League Soccer would not be the
 9 league that it is if not for you and that time
 10 we've spent together both having laughs and having
 11 our time to try to figure out what we need to do
 12 to make the sport better is time that I will
 13 cherish for the rest of my life. I am so happy
 14 for you and Cathy and your daughters and your
 15 grandkids that they're going to have more and more
 16 of your time.
 17 You know, I do believe that
 18 people are at their best when things can't get any
 19 worse and having been so close to Dan to see what
 20 he went through with his health challenge, all the
 21 respect that we have for you, Dan, as a great
 22 leader really is trumped by the fact that what an
 23 incredible courage -- courageous approach you've
 24 had to being in the position you are today after
 25 managing through that. So with love and respect,

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1 Dan, we really do appreciate everything.
 2 (Applause.)
 3 MR. FLYNN: Thank you.
 4 PRESIDENT CORDEIRO: Sunil?
 5 MR. GULATI: So to touch on the two
 6 people that we've talked a lot about today, and
 7 there are some direct links between them in some
 8 of the things that both of them have said,
 9 Richard, who many of you know, some of you don't,
 10 is actually a big part of the reason that we've
 11 got a commercial program starting in the late '80s
 12 when Werner Fricker, who we've talked about,
 13 introduced him to me and said "This guy is going
 14 to help us raise some money, sell tickets and all
 15 of those things."
 16 So there is a direct line from
 17 that to what Dan talked about in making this sport
 18 relevant and having a brand today and there is a
 19 direct line to the fact that we have more or less
 20 \$150 million in the bank to what in many ways
 21 Richard started and, frankly, to the way Dan has
 22 managed the organization, not just for those 19
 23 years, but as Hank's deputy for many years at the
 24 Foundation and running an extraordinarily
 25 successful World Cup venue in Chicago and when I

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1 think about the great friendship with Richard or
 2 the accomplishments that Dan has had over that
 3 period of time, I think about some of his words
 4 today and they are at the other end of the
 5 spectrum from a conversation he and I had a few
 6 years ago.
 7 We were in the middle of a very,
 8 very important issue that Jay is familiar with,
 9 Dan is familiar with and I was part of and it was
 10 on a Friday or Saturday we met in Chicago trying
 11 to resolve this issue and we got somewhere with
 12 it. On Monday, I couldn't reach Dan and at least
 13 in my 12 years and since, it is always possible to
 14 reach Dan on his mobile, on a back number that I'm
 15 happy to give the rest of you now for a few months
 16 when you can't get through on the main number, but
 17 I couldn't reach Dan and Jay didn't know where he
 18 was, Brian didn't know where he was and his
 19 assistant didn't know where he was and his
 20 assistant finally called me and said "Well, he
 21 left an hour ago" and I said "Okay" and then that
 22 one end of the spectrum, the only time in Dan who
 23 has been an absolute rock in the organization that
 24 I've ever heard a little bit of a quiver and he
 25 was calling me from the airport with his wife and

1 said "I'm going to get on a flight and I'm going
 2 to have a heart transplant."
 3 Okay. This had come up in that
 4 previous discussion, which wasn't the centerpiece
 5 of the discussion, but it was several years away
 6 when there was a good fit and a transplant
 7 opportunity and so on eventually. So how this
 8 happened 48 hours later while we were in the
 9 middle of this was the only time I've ever heard
 10 any fear. Not hesitation. We all have that, but
 11 any fear. For the other 25 to 30 years that I've
 12 known Dan, there has been none of that.
 13 The organization is where it is
 14 in so many ways, in so many places financially, on
 15 the field, organizationally, in the world and done
 16 it very quietly as several people has mentioned
 17 without looking for accolades and then I go to the
 18 other end of that spectrum today and Dan's words
 19 which were extraordinary in so many ways and some
 20 of you have heard one end of Dan's temper along
 21 the way and today you heard absolutely the other
 22 end of it which he doesn't share very often but
 23 had a chance to today.
 24 And the thing that most
 25 impressed me was not the humor, which was terrific

1 of course, but there was no fear in any of it and
 2 leaving a position after such a long time and
 3 having a career in the sport and he is going to
 4 continue that sport, it's clear to me and in some
 5 conversation we've had today and now that he's had
 6 with all of you that there is a lot more looking
 7 forward to what he's going to be able to do and
 8 continue with his family and not any fear about
 9 what he's going to miss and he'll miss part of it.
 10 So, Dan, certainly from the
 11 bottom of my heart and on behalf of this sport and
 12 everyone that adores you and loves you, thank you
 13 for everything you've done. No fear going forward
 14 and I'm sure we're all going to remain friends for
 15 a very long time. Thank you.
 16 (Applause.)
 17 PRESIDENT CORDEIRO: Chris?
 18 MR. AHRENS: Thanks, Carlos. Dan,
 19 I'm not always great off the cuff. So I hope this
 20 comes off as genuine, as I mean it, from the
 21 athlete perspective. You know, as athletes, you,
 22 and the organization as a whole, they put the
 23 utmost faith in us that we would perform on the
 24 field and win or lose the support was always
 25 there. And it has to work in conjunction with the

1 business and we look at the organization today and
 2 we talk about -- we always talk about the numbers
 3 and the budget and we're positioned better than we
 4 have ever been and that's all because of you, Dan.
 5 So while you put your faith in
 6 us on the field, we had our faith in you in
 7 leading the mission and the organization and we're
 8 internally grateful for that. So thank you.
 9 PRESIDENT CORDEIRO: Okay. I think
 10 there is nobody else. Let me just say thank you
 11 again. I think today has been a great reminder
 12 and over the past year we've made some progress,
 13 but we still have a lot to do. As members, as
 14 council, as a Board, as a Federation, in all this
 15 work I just want to reaffirm the promise I made to
 16 you last year on behalf of myself and now on
 17 behalf of this board.
 18 We are one Federation. We are
 19 partners, we will listen and we will be inclusive.
 20 We will continue to work with all of you in every
 21 way we can to deliver the change and the progress
 22 we want. That's been from my perspective the
 23 spirit of our work together over the past year,
 24 our meetings today. I know we will be in the
 25 spirit of your meetings this afternoon for those

1 of you who have meetings, our dinner tonight, I
 2 hope everyone will be there and, of course, the
 3 year ahead.
 4 So thank you to everyone. A
 5 special thank you to our dedicated staff at Soccer
 6 House for all your hard work. The amount of
 7 detail that goes into organizing these events is
 8 beyond imaginable, but thank you very much for the
 9 great success, for this year's AGM. I'm pleased
 10 to announce that next year our AGM will be held on
 11 the 13th through the 16th of February in
 12 Nashville, Tennessee.
 13 (Applause.)
 14 PRESIDENT CORDEIRO: And as we
 15 adjourn and we look to the year ahead, especially
 16 the Women's World Cup, we have one message to the
 17 world "Here we come."
 18 (Whereupon, a video was played.)
 19 PRESIDENT CORDEIRO: We're done.
 20 I'll see you tonight at dinner, please. Meeting
 21 adjourned.
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REPORTERS CERTIFICATE

I, Steven J. Brickey, CSR, appointed to take the meetings of the U.S. Soccer Federation, do certify that the within proceedings of the Annual general Meeting were taken by me stenographically in Scottsdale, Arizona on February 16th, 2019, then reduced to typewritten form consisting of 121 pages herein; that the foregoing is a true transcript of the proceedings had.

In witness hereof I have hereunto set my hand this 25th day of February, 2019.

Steven J. Brickey, CSR
8 West Monroe Street.
Suite 2007
Chicago, Illinois 60603