

Page 1

PROCEEDINGS

UNITED STATES SOCCER FEDERATION
NATIONAL COUNCIL MEETING

Wailea Beach Resort
Wailea, Hawaii

March 4, 2017
8:00 a.m. - 10:50 a.m.

Reported by Debra K. Resling, RMR, CRR

Page 2

Agenda

1		
2		
3		Page Line
4	I. Opening Remarks and Introduction	4 3
5	*Presentation by Victor Montagliani	16 25
6	II. Moment of Silence	4 19
7	III. Pledge of Allegiance	5 4
8	IV. Roll Call	6 23
9	V. 2017 Credential Committee Report	7 20
10	VI. Approval of 2016 National Council Meeting Minutes	15 10
11		
12	VII. Reports of Officers and Committees: 25	16
13	A. President's Report	26 1
14	B. Vice-President's Report	
15	C. CEO/Secretary General's Report	
16	D. Appeals Committee Report	
17	E. Athletes Council Report	
18	F. Credentials Committee Report (2016)	
19	G. Disability Soccer Committee Report	
20	H. Finance Committee Report	
21	I. Lamar Hunt U.S. Open Cup Committee Report	
22	J. Referee Committee Report	
23	K. Rules Committee Report	
24	L. Sports Medicine Research, Education and Advisory Committee Report	
25		
	VIII. New Business: 63	15
	A. Proposed Budget Fiscal Year 2018	63 16
	B. Life Member Nominations	69 1
	1. Mike Edwards	
	2. Bruno Trapikas	
	C. Membership Application for the USA Deaf Organization	70 3
	IX. Election of Independent Directors	70 17

Page 3

1	Agenda (cont'd.)	
2	X. Affirmation of Federation Policies Adopted Since 2016 AGM:	72 17
3	A. Policy 102(4)1 Lamar Hunt U.S. Open Cup	
4	B. New Policy 532-1 * National Anthem Policy	
5		
6	XI. Proposed Amendments to the Federation Bylaws:	74 12
7	A. Bylaw 213(BOD)	85 2
8	B. Bylaw 232(BOD)	92 7
9	C. Bylaw 401(BOD)	96 2
10	D. Bylaw 401(John Collins)	96 21
11	E. Bylaw 413(BOD)	106 17
12	* Bylaws 531, 532	107 5
13	* Bylaw 804	83 15
14	F. Amendments to Multiple Bylaws (BOD)	110 23
15	* Life Member Presentations	112 8
16		
17	XII. For the Good of the Game	114 14
18		
19	Adjournment	131 11
20		
21	* Denotes Added Agenda Items	
22		
23		
24		
25		

Page 4

(Commencing at 8:00 am.)

PRESIDENT GULATI: Okay. Thank you. Welcome, again, to Maui. We've got a full agenda for the day, and I just went through this with Dan. We'll do most of our business, have lunch at 12:30, and then reconvene after that.

For those that are new, that was a joke. For those of you that were here previously, which is almost all of you, understood that very well. We'll get you out in plenty of time for some sun, but we do have a number of things to go through. So thank you-all for coming. The weather has gotten better. We're all very pleased about that. We will have a number of presentations and some rules that we need to go through, so we will get right to it.

Before we get started, if we could have a Moment of Silence followed by the Pledge of Allegiance. So if you could all stand, please, for a minute, for a Moment of Silence for those that we have lost over the last 12 months in our soccer family.

(Moment of silence.)

PRESIDENT GULATI: Thank you. If you

Page 5

1 remain standing, I'm going to have Hank
 2 Steinbrecher, a proud father of a former Navy
 3 seal, former Navy seal, always a Navy seal, Hank,
 4 please lead us in the Pledge of Allegiance.
 5 (Pledge of Allegiance recited.)
 6 PRESIDENT GULATI: Before we get
 7 started with the official roll call and a few
 8 other things, as always a few special guests that
 9 we want to recognize. Last night, I said, we had
 10 500 VIPs, and we did, and we do, but there are a
 11 few who have traveled a long way or have done
 12 some very special things for us in the past, so
 13 I'd like to make sure I recognize them.
 14 Let's start, as we always do -- or at
 15 least as I always do, for those of you that are
 16 here for your first Annual General Meeting,
 17 please stand so we can recognize you. Our
 18 first-year folks.
 19 (Applause.)
 20 PRESIDENT GULATI: And why don't we
 21 go at the other end. Anybody here at 40? No,
 22 let's go with 30, 30 AGMS or more, please stand,
 23 30 annual meetings or more.
 24 (Applause.)
 25 PRESIDENT GULATI: All the young

Page 7

1 one player who wasn't up front here to receive
 2 applause, because she's a member of the
 3 Credentials Committee, and that's Siri Mullinix.
 4 She was standing in the back. Thank you.
 5 (Applause.)
 6 MR. KEPNER: She's also a member of
 7 the North Carolina Soccer Hall of Fame, and she's
 8 from Greensboro, North Carolina, area, Jamestown,
 9 right? Okay. Very good.
 10 This is always an exciting time for
 11 me. It takes a lot of work by a lot of people.
 12 The staff this year has just been absolutely
 13 superlative in terms of preparing us for this
 14 event, providing reports in an early fashion.
 15 Everything moved along very smoothly. Staff did
 16 well. Committee did a great job. It just came
 17 together very nicely.
 18 Now -- oh, where is this little
 19 clicker?
 20 In terms of the system that we have,
 21 it's been around for a long time. We have four
 22 different councils. We have the Youth Council,
 23 which is sort of the big guy or gal on the block.
 24 We have the Adult Council. We have the
 25 Professional Council. And we have the Athletes

Page 6

1 folks that were on that first one, that's what
 2 you are going to look like in 29 years.
 3 And then, of course, those that have
 4 represented us in various competitions including
 5 World Cup winners, including Olympic Gold
 6 medalists, including World Cup participants on
 7 the men's side and multiple world cups, our
 8 athletes; if you've played for the United States,
 9 please stand.
 10 (Applause.)
 11 PRESIDENT GULATI: Our Life Members.
 12 If you guys and gals would take a quick stand for
 13 us in the front row.
 14 (Applause.)
 15 PRESIDENT GULATI: And we'll hear a
 16 little bit later and I will do a proper
 17 introduction of the president of CONCACAF; and
 18 also the president of the Canadian Soccer
 19 Association, Victor Montagliani, and I will talk
 20 about him in just a few minutes.
 21 But before we do that, Mr. Kepner, as
 22 always, we need you up to do the Credentials
 23 Committee Report and take a roll call.
 24 MR. KEPNER: Thank you very much.
 25 Before I start, I want to point out

Page 8

1 Council. Then we have other individual members:
 2 NBOD, Life Members, Past Presidents, and Life
 3 Mem-- oh, I mentioned Life Members. Okay. So
 4 those are individual ones.
 5 We put all of those together. Up
 6 until now, you have been numbers and names on the
 7 sheets of paper. Now, you are real live people.
 8 So we'll go ahead and start this. This is the
 9 manner in which we determine whether or not we
 10 have a quorum. And I have never used this device
 11 before, but here we go.
 12 The Youth Council is really the, sort
 13 of the governing, determining factor as to what
 14 we use, eventually, to make sure that all three
 15 councils, the Pros, the Youth, and the Adults,
 16 are weighted equivalently. So we have these
 17 states, and these states, together with AYSO, and
 18 U.S. Club, and the commissioners, giving a total
 19 council weight or vote of 293.
 20 Now, the other two councils,
 21 Professional and Adult, must be equivalent to
 22 that. We'll first go to the adults.
 23 We then go, complete the adults,
 24 including the affiliates, and the commissioners,
 25 and they're 190. You will see later that we'll

Page 9

1 use a multiplier factor, to "make,"
 2 quote/unquote, "make," the 190 equal to 293.
 3 We go from there to the Professional
 4 Council. Same sort of thing prevails here.
 5 They're 13 persons, 13 voters. We will use a
 6 multiplying factor to make that number equal to
 7 293. Those are the three councils that must have
 8 equal weight.
 9 Then we have the Athletes Council.
 10 U.S. Soccer is part of the Olympic program in a
 11 sense, and, by Olympic standards, Athletes must
 12 carry no less than 20 percent of the total vote,
 13 and total weighted vote, so you will see a
 14 multiplying factor that gives them the equivalent
 15 of no less than 20 percent.
 16 Then, we have Other Members, Other
 17 Affiliates, National Associations, Life Members,
 18 Board of Directors, Past Presidents.
 19 And so here we pull it all together,
 20 showing the actual votes that are here, 293, 190,
 21 all adding up to 529. And then over to the
 22 right, you see the multiplying factors that are
 23 used. Obviously, the Youth Council, factor of
 24 one; Other Members, the same thing down at the
 25 bottom. Adult Council, those 190, multiplied by

Page 11

1 appears on the screen. For bylaws, you will
 2 select 1 for yes, and 2 for no. You may change
 3 your vote until the clock strikes zero. When I
 4 announce to you -- I will be in the back of the
 5 room -- I say, voting will stop in 5, and then it
 6 will appear up on the screen, 5, 4, 3, 2, 1. And
 7 when it ends, that's when the voting must stop.
 8 You can change your vote up until that final
 9 moment, and it will accept that final vote that
 10 you showed.
 11 That's the report.
 12 And now we will have a practice
 13 question, and I'm going to turn the floor over to
 14 Sunil.
 15 PRESIDENT GULATI: So don't vote yet.
 16 This is just to give you -- we're doing a
 17 practice question, but the data actually
 18 matters -- and to give you a little bit of
 19 history on this, for a long time, our annual
 20 meetings were in the summer, but we changed that
 21 some years ago because we were trying to avoid,
 22 especially for the Pro representatives and the
 23 athletes, in season which was during the summer.
 24 Now, the seasons have gotten much longer. MLS
 25 started this weekend. So we're missing some

Page 10

1 1.54, equals 293.
 2 You can see down in the bottom left,
 3 the effect of this. And so 1,134 total weighted
 4 votes of a simple majority of that, if you were
 5 to divide 1,134 by 2, you get 567. But you can't
 6 have exactly half as a majority, so we add 1. So
 7 our total majority would be 568, a two-thirds
 8 majority would be 5 -- 756. So, certainly the
 9 Credentials Committee has determined that we have
 10 a quorum.
 11 So I will now ask for a motion to
 12 approve the Credentials Report.
 13 UNIDENTIFIED SPEAKER: So move.
 14 MR. KEPNER: I hear a motion over
 15 here.
 16 A second?
 17 UNIDENTIFIED SPEAKER: Second.
 18 UNIDENTIFIED SPEAKER: Second.
 19 MR. KEPNER: Thank you.
 20 All those in favor, please say aye?
 21 Opposed, please say no? Motion carries.
 22 Now, voting, you have little white
 23 keypads in front of you. And you can see that
 24 all the voting that we will do, we will use these
 25 keypads. The voting is live, when the question

Page 12

1 representatives from there, and a number of
 2 people have said, you know, if we are involved in
 3 the education sector, for example, this becomes
 4 awkward. So the question is should we open it
 5 up, and consider dates outside of the first
 6 quarter? Right now, in our rules, it's the first
 7 quarter.
 8 And the second part of that is, we
 9 obviously did that once a few years ago around
 10 the Centennial, and we were able to do it around
 11 a game, which people very much enjoyed; for many,
 12 the only chance you got to go to a national team
 13 game.
 14 So the thought is if we open up the
 15 calendars, there's some technical issues we'd
 16 have to go through with our budgets, but are you
 17 open to and in favor of us looking at a wider
 18 period than just the first quarter? And it would
 19 also open up some cities, frankly, that because
 20 of weather we generally stay away from, and that
 21 Dan lives in, most of the time.
 22 So that's the question. Should we
 23 consider that summer period as well as the first
 24 quarter, which our current rules have. We can
 25 open up the voting. There you go, and it will

Page 13

1 open up in 5 seconds; is that right?
 2 It's open now.
 3 (Votes being cast.)
 4 PRESIDENT GULATI: Mr. Haimes is
 5 looking for the "maybe" button. Not available,
 6 Burt.
 7 Okay. We are closing the meeting in
 8 two seconds. Ohio results about to come in.
 9 Okay. So we will at least consider
 10 that, and that's the will of the group that we
 11 will at least look at that. Doesn't mean it will
 12 change, but it will at least open it up.
 13 Back to you, Mr. Kepner.
 14 MR. KEPNER: I'm going to give two
 15 final comments. Two final comments. One is, is
 16 that sometimes delegates will not show a
 17 particular state or a particular organization.
 18 Members of the committee and members of the staff
 19 will pick up the keypads. So if you will let us
 20 know if there's some keypads unattended, we will
 21 pick them up, take them back to the back of the
 22 room. When the delegates, or delegate show up,
 23 they are welcome to go back there and pick up the
 24 keypads.
 25 Also at the end of the meeting, just

Page 15

1 Organization. We will take that up a little bit
 2 later on. And then there's one additional policy
 3 that was passed by the board that needs approval.
 4 It was passed in the last 30 days, and so it
 5 didn't go out with the books, and you will see
 6 that later on.
 7 Those were both added to the agenda
 8 before we move on to the rest of the meeting.
 9 First official order of business is
 10 to approve the minutes of the last council
 11 meeting. Can we get a motion to do that?
 12 UNIDENTIFIED SPEAKER: So move.
 13 PRESIDENT GULATI: Thank you. So
 14 this is the Annual Meeting of 2016. We have a
 15 motion to adopt. Any comments, questions,
 16 concerns? Hearing none, we will approve that
 17 unanimously. Thank you.
 18 Let's take a quick look at 2016, if
 19 we can.
 20 (Video shown.)
 21 (Applause.)
 22 PRESIDENT GULATI: As I mentioned,
 23 we're coming back to one additional introduction.
 24 Whether it's in our work places, or
 25 in our personal relationships, sometimes, we get

Page 14

1 group your keypads together. Leave them at the
 2 table, and we'll pick them up.
 3 Thank you. Have a nice meeting.
 4 PRESIDENT GULATI: Thank you, Bob.
 5 He's done that for many years,
 6 and continues to do it well.
 7 (Applause.)
 8 PRESIDENT GULATI: Just a quick
 9 question, and I think the answer is yes. We can
 10 segment those votes by councils, right? Okay.
 11 So I'd like to do that vote again, but if the
 12 Pros and Athletes don't vote on this one, I want
 13 to see where it is among the greatest number of
 14 people, rather than on a weighted vote.
 15 So let's ask that question again, if
 16 we can cue up the question again.
 17 UNIDENTIFIED SPEAKER: That was not
 18 weighted.
 19 PRESIDENT GULATI: That was not
 20 weighted?
 21 Perfect, okay, then it gives enough
 22 information. Thank you. So we now know.
 23 Okay. We then go to a couple of
 24 items that have to be added to the agenda. One
 25 is the membership application of the USA Deaf

Page 16

1 lucky, and we meet people that play important
 2 roles and across some of those.
 3 Our next guest, who is the
 4 vice-president of FIFA, and the president of
 5 CONCACAF -- at a different level than any of the
 6 presidents that we've had in the last 25 years,
 7 some of those folks have had some difficulties,
 8 as you know, of their own making -- we now have
 9 someone as the president of CONCACAF and
 10 representing us at FIFA of extraordinary
 11 integrity, extraordinary capability, and a real
 12 plus for me, a great friend. And a friend that
 13 became a friend, long before, not long before,
 14 but before either of us was president, when we
 15 met each other as vice-presidents or members of
 16 the Canadian Soccer Association's Board, and U.S.
 17 Soccer's Board, and hit it off and have worked
 18 together since.
 19 And there are so many issues that
 20 come up between our two neighbors to the south
 21 and north, in this case obviously to the north,
 22 that we need to resolve, and almost all of them
 23 get resolved in a very professional and,
 24 generally, a very friendly way.
 25 So it really gives me great pleasure

Page 17

1 to introduce the president of the Canadian Soccer
 2 Association and the Vice-President of FIFA, along
 3 with the presidency of CONCACAF, my good friend
 4 from Vancouver, Victor Montagliani, if you would
 5 come up to say a few words.
 6 (Applause.)
 7 MR. MONTAGLIANI: Thank you very much,
 8 Sunil. It's a real honor to be here, not only
 9 obviously as the president of CONCACAF, but also
 10 still as the president of Canadian Soccer for another
 11 two months anyway.
 12 I want to thank the U.S. Soccer
 13 Federation, the Board of Directors, and your General
 14 Secretary or CEO, sorry, about that; I used the other
 15 vernacular, Dan Flynn. And I want to thank you for
 16 the warm welcome. And also last night was a great
 17 night. I know you guys were really trying to make me
 18 feel at home, when I walked in, I saw 450 people. I
 19 thought I was at an Italian wedding, so, and there
 20 was pasta there. And so, thanks a lot, Sunil. I
 21 really felt at home. I was looking for the
 22 Godfather, but things have changed in CONCACAF, so
 23 that's good.
 24 I also want to acknowledge also the other
 25 two guests here, who I think are not here this

Page 19

1 CONCACAF.
 2 So it was a tremendous event for all of
 3 us, and it gets me to the point -- and I see this all
 4 the time in our media in North America where there is
 5 always this debate of, Are we a football country?
 6 Has it arrived? It's the biggest joke I've ever seen
 7 in my life. This is a football country. United
 8 States Soccer is a football country.
 9 I use that word, because it's the global
 10 word. And so you should be proud of that and what
 11 you have done as leaders in this country, in your own
 12 little way, whether it be in your club, at your
 13 district, at your state. And so I give you a round
 14 of applause, on behalf of CONCACAF for what you've
 15 done.
 16 (Applause.)
 17 MR. MONTAGLIANI: This year is also the
 18 Gold Cup, right around the corner, and the -- we will
 19 announce the groups on Tuesday morning at Levi's
 20 Stadium in San Francisco. So it's another exciting
 21 year for us at CONCACAF. Obviously, it will be a
 22 fantastic tournament, like it always has been, and we
 23 expect some great football to be played. The MLS
 24 kicked off this weekend with Portland winning last
 25 night, as we saw. Congratulations to Sunil, to you,

Page 18

1 morning, but you will see them tonight, and you have
 2 probably seen them around, is Decio De Maria, the
 3 president of the Mexican Federation, and Anton
 4 Sealey, the president of the Bahamas, who was taking
 5 notes last night when you guys were doing the hula.
 6 So some of you might become, brought into the, sort
 7 of half-time festivities at the Beach World Soccer
 8 event. We have the World Cup in CONCACAF for the
 9 Beach World Cup starting in April in the Bahamas.
 10 And so I think some of you might actually be some of
 11 the half-time entertainment, after some of the hula
 12 dancing I saw last night, so be careful.
 13 As the videos show, this was a very
 14 special year for U.S. Soccer, but also a special year
 15 for CONCACAF, and, I think, the Centenario, which was
 16 shown up there, and where the U.S. actually had a
 17 very good tournament, but it wasn't just on the field
 18 of play. I think my hat has to go off to the U.S.
 19 Soccer Federation and to its staff and to Sunil,
 20 because they, we basically pulled off a mini World
 21 Cup, as you say, in a six-, seven-month period. And
 22 I'm not sure that that could be done in any
 23 jurisdiction other than North America. And I say
 24 that as a proud Canadian, but also as a proud member
 25 of the North America fraternity, but also for

Page 20

1 and to your board and to your membership for the
 2 qualification of the U-20s to the World Cup. Those
 3 things are not easy, especially, in those type of
 4 environments, so hats off to your youth development
 5 programs.
 6 Obviously, women's football, with the U.S.
 7 being the best team in the world -- the country up
 8 north is not far behind, but we're getting there --
 9 obviously, the success of U-15 and U-17s CONCACAF
 10 Champions and, obviously, your women's team is still
 11 the beacon of women's football around the world, and
 12 it continues to be. And congratulations to Carli
 13 Lloyd.
 14 (Applause.)
 15 MR. MONTAGLIANI: And then, obviously, one
 16 of the key things that I think has resonated -- and
 17 Sunil kind of touched upon it a little bit with
 18 respect to what's happened in football around the
 19 world in the last few years is, really, it's the
 20 whole issue of leadership.
 21 And I think one of the things that Sunil
 22 had talked about a little bit -- and thank you for
 23 your kind words, but I think there's, I think one of
 24 the models that I like to live by, but I can tell you
 25 right now, that your president lives by this, because

Page 21

1 of the tremendous work he does behind the scenes --
 2 his leadership is about service, not about power, and
 3 I think that's one of the things that we need to
 4 bring back to the world of football. I think that's
 5 one thing U.S. Soccer can lead the way in that. I
 6 know that Canadian Soccer can lead the way in that,
 7 and I think that's one of the things that I think in
 8 CONCACAF has to be done.

9 We do have a unique friendship between
 10 Canada and the U.S. at all levels, and I think that
 11 resonates in the relationship of a true friend, and a
 12 true friend -- you tell a true friend what he needs
 13 to hear or what she needs to hear and not what they
 14 want to hear. And I think that's the uniqueness of
 15 the relationship between not only our countries, but
 16 our federations, and that's why, quite frankly, we
 17 get stuff done. And I'm proud to have that
 18 relationship.

19 We have a unique opportunity in football.
 20 There was a key buzz word -- and I know you guys are
 21 going through some statutes reforms. Reform has been
 22 probably the biggest word used in football in the
 23 last few years. Again, we've done tremendous work at
 24 the CONCACAF level. Sunil and I were on the reform
 25 committee, and there was a lot of work involved in

Page 23

1 which has created intolerance and also mistrust, but
 2 we have to cherish and seek human values,
 3 understanding, compassion, and tolerance. And that's
 4 what our vision at CONCACAF is.

5 We outline a vision called One CONCACAF of
 6 41 member nations, 41 member nations that come
 7 together, not as a region of the Caribbean or the
 8 region of Central America or the region of North
 9 America, but of 41. And this is based on that,
 10 whether it's Canada, U.S., or Mexico, we are no more
 11 important, but, however, no less important as well as
 12 Belize or Bonaire. After all, the ball itself does
 13 not speak a language nor is it from any religious
 14 background, and that's the beauty of football.

15 We, as leaders -- and make no mistake
 16 about it -- when I say leaders, it's not myself or
 17 Sunil or Dan or Carlos, your vice-president. That's
 18 not what I'm talking about. It's you. You are the
 19 leaders. You are the leaders when you go home, you
 20 have a responsibility. And your broad responsibility
 21 starts and ends with the players, and you must keep
 22 that in, mindful. And that's why I was very happy to
 23 see when Sunil asked for the players that represented
 24 the U.S. to stand up. But you have to remember that
 25 those players live in the little players that you are

Page 22

1 transforming CONCACAF and transforming our statutes,
 2 but you have to live those statutes as well.

3 And, yes, reform is about transparency and
 4 good governance and all of those things, but I think
 5 we have to be mindful. And one of the things that
 6 I've learned through my travels is that we have a
 7 unique situation. When you come from a country like
 8 Canada or the U.S., where a lot of those things are
 9 taken for granted, because of the world we live in,
 10 and -- but, we also need to remember that it's
 11 incumbent on us that when we do those things, we must
 12 do it with empathy, and we must do it with humbleness
 13 and that we don't, whether it's Canada or the U.S.,
 14 we don't own the virtues of morality. But we have an
 15 opportunity to teach them, at times, and also learn
 16 from them, at times. And so whenever we go through
 17 reform, I'm mindful of that.

18 And one of the things that football has
 19 shown us is that there's no uniformity. Players, for
 20 instance, which football is really all about at the
 21 end of the day, players come in all shapes and sizes
 22 and all ages. And I think we must learn from that.
 23 And our football society, especially our CONCACAF
 24 football society, must not seek the uniformity or the
 25 regionalism that has existed in the past 55 years,

Page 24

1 going to go back home to, your little boys and your
 2 little girls. Some of them will not be national team
 3 players. That doesn't make it any less important or
 4 more important, but we have a duty to our players to
 5 ensure that every decision we make is in their best
 6 interests, not in the best interests of anything
 7 else.

8 So I want to leave you with that, because
 9 I know today you will be making some decisions, and
 10 some decisions that you will also make when you go
 11 home.

12 And on behalf of a former player, called
 13 Victor Montagliani, who no longer can play; however,
 14 I always like to say that I'd like to bottle the
 15 12-year-old. When you are 12 years old, it seems
 16 like you start picking your favorite teams, and you
 17 start picking your favorite sport. And so I'd like
 18 to bottle that, and take, and I want to leave that
 19 with you. And when you go back home, make sure that
 20 the decisions you make are not just in the best
 21 interests of U.S. Soccer and the best interests of
 22 your club, but it's in the best interests of that
 23 little boy or little girl that has a right to play
 24 this game, but also has the right to flourish in the
 25 game and become whatever they want to become. And

Page 25

1 that is your responsibility as leaders of U.S.
 2 Soccer.
 3 So I thank you again for your kind
 4 reception. I thank you again for your hospitality.
 5 And I wish you-all the good deliberations today, and
 6 we'll see you later on in the day. Thank you very
 7 much.
 8 (Applause.)
 9 PRESIDENT GULATI: Thanks, Victor.
 10 We will continue to do many things
 11 together, whether it's the NWSL or CONCACAF and
 12 Gold Cups and so on. Victor did mention that
 13 we're actually very, very honest with each other.
 14 You went over by about 90 seconds. We're going
 15 to live with that.
 16 Okay. Reports of Officers and
 17 Committees. You have got those in your books.
 18 So we will dispense with those, other than a few
 19 that I will make, if we can cue up that video and
 20 turn the lights down a little bit, that would be
 21 good, to just give you a few thoughts on some
 22 things that have happened, some things that are
 23 happening, and some things that I hope, I hope
 24 will happen that you agree with me, that those
 25 should happen.

Page 27

1 Germany. You could watch the World Cup in 1986
 2 on weekends at NBC. Now, you can see 3,500
 3 different games at the professional level on
 4 television every year in the U.S., from virtually
 5 every country in the world, whether it's youth
 6 games in the U.S. or games around the world,
 7 extraordinary changes, and the rest you could see
 8 on-line, if you want, from just about anywhere
 9 else in the world.
 10 Half a million fans watched our teams
 11 play, the national teams last year. That's
 12 extraordinary from where we were 30 years ago.
 13 That's changed. Our consumers, if you will, our
 14 fans are an important part of all of this, as
 15 well as players.
 16 As Victor mentioned, we're the number
 17 one team in the world. It's also the highest
 18 drawing women's team in the world by a wide
 19 margin, and they will play in a few hours again
 20 at a sold-out Red Bull stadium in New York. It
 21 will be a little cold there, but we will be
 22 playing in the SheBelieves tournament in a
 23 sold-out game of 26,000 in New York -- that's
 24 pretty good -- against England.
 25 (Applause.)

Page 26

1 So we can call it -- I don't want to
 2 call it a state of the union, confuse it with
 3 anything else that's happened or might happen --
 4 but a few thoughts.
 5 So over the last 30 years -- and I
 6 will use that as a reference point, but we can
 7 talk about 25 or 35 pretty easily, a lot has
 8 happened. A lot has happened between those that
 9 have been here for 30 years, like Werner Fricker,
 10 Jr., and he and I did our coaching license
 11 together in Wesleyan, Connecticut in 1981. And
 12 the folks that are here for their first AGM.
 13 So what are some of those things?
 14 Now, soccer -- I will go back to the
 15 U.S. terminology -- is the third highest
 16 participation sport in the U.S., with 14 million
 17 players. We know that of that 14 million, less
 18 than half are registered in our programs, and
 19 they're playing. And we have good data on that.
 20 Extraordinary growth in the game. The downside
 21 to that is most of the gain took place in the
 22 earlier part of the period, and we all know that
 23 those numbers have slowed down quite a bit.
 24 What's changed? In 1986, well, could
 25 you watch it on television? Maybe soccer made in

Page 28

1 PRESIDENT GULATI: By far, the
 2 biggest market in the world for international
 3 games. Victor mentioned Decio De Maria is here as
 4 the president of the Mexican Federation. Mexico
 5 plays many of its games in the U.S. There's a
 6 reason for that. Part of it is a large immigrant
 7 community, part of it is the size of the market.
 8 We've also got the International
 9 Champions Cup this summer; Friendly Games,
 10 Barcelona, Real Madrid, Man United. Sorry, I
 11 wasn't supposed to tell you they're coming, but
 12 they are. And so we make some money on that.
 13 But it's the largest market by far. There aren't
 14 dozens, or even -- there are certainly not
 15 hundreds, there's not dozens of games in other
 16 countries from participants outside the country,
 17 and it's the extraordinary nature of the U.S. and
 18 the growth of the game in the U.S. that has
 19 caused that.
 20 Victor mentioned the Copa America.
 21 And for those of you that went to some games or
 22 just watched, this was an extraordinary
 23 achievement. No one else in the world -- I will
 24 be even a little bolder than Victor was -- no one
 25 else in the world could have pulled this off in

Page 29

1 seven months. And it was seven months, because
 2 of the number of issues that CONCACAF and
 3 CONMEBOL and the international game faced
 4 regarding criminal indictments against a number
 5 of people who had signed documents to create this
 6 tournament.
 7 And for some months, several months,
 8 the U.S. Soccer board, those of us that are here,
 9 wrestled with whether we should do this
 10 competition or not. We knew we could do it
 11 successfully, but did we want to be dealing with
 12 anyone who might have been involved? And sure
 13 enough, there were more indictments after we
 14 agreed to do it.
 15 But we pulled it off, great tribute
 16 to Jay Berhalter, who was the CEO of the event.
 17 By far the most successful Copa America, which
 18 has been around for 100 years, happened on seven
 19 months' preparation, and our team did pretty well
 20 until Argentina showed up and we didn't,
 21 unfortunately, in that game, but we had a great
 22 tournament, in the stands.
 23 Financially -- and we will talk a
 24 little bit about that later on -- a huge success
 25 for both CONCACAF and the U.S.

Page 31

1 working this week?
 2 (Applause.)
 3 PRESIDENT GULATI: Thank you,
 4 Governor Christy. Soon to be ex-governor
 5 Christy, almost, Attorney General Christy, but
 6 not quite.
 7 All right. Jersey will now be quiet.
 8 That's where MLS started in '96.
 9 That's where MLS is today. '96/today. 22 teams
 10 and growing, 16, 17 of which have soccer-specific
 11 stadiums, two that play their first games this
 12 weekend. Atlanta opens this weekend with 28,000
 13 season tickets sold in a brand-new -- they won't
 14 play in the brand-new stadium today, because it's
 15 not quite ready, but they're expecting to sell
 16 out a game for a soccer team in the United States
 17 in a big stadium.
 18 That's what the whole map looks like,
 19 with the NASL and the USL. And there's obviously
 20 large parts of the country still geographically
 21 that don't have teams, but they're not population
 22 centers. Demographics, numbers don't work in
 23 those places in the same way they do elsewhere.
 24 What else has changed? Women's
 25 league. Starting its fifth season this year. We

Page 30

1 Two billion dollars in
 2 infrastructure, primarily through Major League
 3 Soccer, but also through the USL building venues.
 4 And in a number of those cases, we have NWSL
 5 teams now that play in brand-new, soccer-specific
 6 stadiums, along with an MLS team. It will happen
 7 when NWSL kicks off in a few weeks. It happened
 8 yesterday, not with the soccer-specific stadium,
 9 but one that's been refitted to do just that.
 10 \$2 billion.
 11 Red Bull today and a number of those
 12 games that MLS is playing in their opening
 13 weekend, this weekend, are in brand-new stadiums.
 14 A number of you have been to them, and seen them,
 15 and these are the state-of-the-art. That's Red
 16 Bull Stadium where the women will play in a few
 17 hours.
 18 UNIDENTIFIED SPEAKER: New Jersey.
 19 PRESIDENT GULATI: Pardon me?
 20 UNIDENTIFIED SPEAKER: Red Bull --
 21 PRESIDENT GULATI: Thank you, New
 22 Jersey. For those of us that are willing to
 23 acknowledge that New Jersey is next to New York.
 24 (Laughter.)
 25 PRESIDENT GULATI: Is the bridge

Page 32

1 had two previous leagues that lasted three years,
 2 ten teams, two new ones. Since kickoff, one that
 3 has just moved to North Carolina. Some other
 4 things that we'll talk about with the women's
 5 league. That's one of them.
 6 A major new deal announced a few
 7 weeks ago with A&E. Lifetime will carry 20 games
 8 on Saturday afternoons plus playoff games for our
 9 Women's Soccer League. That's extraordinary.
 10 (Applause.)
 11 PRESIDENT GULATI: And to be clear,
 12 this doesn't happen without a talented group of
 13 athletes which helped us get this launched, but
 14 it doesn't happen, not with 80 percent certainty,
 15 but with 100 percent certainty, it doesn't happen
 16 except for the direct involvement of U.S. Soccer
 17 to make this happen, direct involvement, meaning
 18 cash, resources. Dan oversees a lot of this from
 19 his office; Lisa Levine oversees big parts of
 20 this; U.S. Soccer staff. So we have helped fund
 21 this thing. We have helped put this deal
 22 together. The woman in the middle, next to
 23 Christie Rampone and Jeff Plush, is the president
 24 of A&E. The woman all the way on the right is
 25 Lynn Williams. She scored the goal a couple of

Page 33

1 days ago, her second career goal for the U.S.,
 2 and will hopefully knock another one past England
 3 today, was part of the announcement there, and
 4 naturally, they stuck me next to the tallest
 5 player, but that's okay. That's okay.
 6 A few events. There's a few of you
 7 from Illinois that recognize that -- and a few
 8 others -- go back to '94, Germany, Bolivia. Dan
 9 was running that venue before he came to work for
 10 U.S. Soccer, opening game of the World Cup.
 11 President Clinton sat at that game.
 12 And then a few things of where we are
 13 today, specifically.
 14 So that's our mission statement.
 15 Sometimes, we just get lucky with the pictures we
 16 use. This is Christian Pulisic, who happened to
 17 score a goal for a team called Borussia Dortmund
 18 this morning, as they won 6-2, in front of 79,000
 19 people. This is an 18-year-old that grew up in
 20 Pennsylvania. He plays in Germany, and he's a
 21 player.
 22 That's our financial side. Pretty
 23 big growth since that 1986 period, 2 million to
 24 \$94 million. And that's, actually, in some ways,
 25 even more important, because what it shows is

Page 35

1 that, and there's bad things about that. There's
 2 bad things about that, at the commercialization,
 3 perhaps, the use level, and we talked about a lot
 4 of those things, and everyone is paid as a coach,
 5 and that's not necessarily bad, I'm not saying it
 6 is, but there are some things that are good about
 7 that and some that are, perhaps, negative.
 8 Our sponsors. Back in 1986, we had
 9 one, one and a half. One of them was a company
 10 that Dan worked at: Anheuser-Busch, Budweiser
 11 was a sponsor. And Adidas was a sponsor of ours
 12 for a long time.
 13 Now what we get from our commercial
 14 partnerships is roughly 50 percent of our budget.
 15 That's from Nike and our agreement with SUM,
 16 which represents us in our television and
 17 marketing interests, and a blue-chip line of
 18 sponsors that are at every game and, hopefully,
 19 activating, because more important than the money
 20 they give us is still what they do around games,
 21 what they do to promote games, what they do to
 22 promote our athletes, and those marks.
 23 Television. There are very few
 24 things any of us can do in the room that are as
 25 important to the sport as media, in terms of

Page 34

1 that we have become a mature organization, and
 2 not only a mature organization, but a business.
 3 Because if you look back at where we were in
 4 1986, 57 percent of our revenue was from
 5 registration and international games, taxation of
 6 those international games; very little from
 7 marketing and sponsorship; the others, primarily,
 8 coaching schools and referee programs. And they
 9 were such a large percentage, because the
 10 denominator was so darn small.
 11 And now if you look at where we are,
 12 with 82 percent of our revenue directly tied to
 13 Men's and Women's National Team events and
 14 sponsorship and television around that, fees,
 15 dues, are a very small part of it. International
 16 games is a very small part of it. And those
 17 coaching and referee programs are a very small
 18 part of it. So now we look much more like an
 19 England or a Germany or a France or an Italy or a
 20 Brazil and a less like a developing country where
 21 most of its money is coming either from the
 22 government or from registration fees.
 23 So this is now a business in a way
 24 that is very different than it was. The sport is
 25 a business. And there are good things about

Page 36

1 promoting our brand, getting kids excited about
 2 playing, good habits about diet, or about
 3 behavior, whatever else, than what they see on
 4 television or on social media. And in that
 5 picture, you have got two of our former national
 6 team players, a World Cup champion, as well as
 7 Alexi Lalas, who played in multiple World Cups
 8 for us and was one of the early players in MLS.
 9 They're both on Fox. Stuart Holden, who stood up
 10 earlier, not only played for us in the World Cup,
 11 but is a television commentator. Lots of people
 12 we reach in something other than television,
 13 those social media ways. Carli, who just won her
 14 second straight Player of the Year, World Player
 15 of the Year, and how important that is, and what
 16 people are doing on Instagram, or Snapchat, or
 17 Facebook, or ten other things that those of us
 18 that have been at 30 or more of these have no
 19 idea what they are.
 20 Seven straight World Cups for the
 21 men. That's a lot. I wish Decio De Maria were
 22 here, because that's germane, as he's preparing
 23 for the Mexico game.
 24 And the men, people say, Well, the
 25 men haven't been that successful. The men are

Page 37

1 one of only five countries in the world, in the
 2 world, that have played in the second round of
 3 the World Cup three times this century. The
 4 others: Brazil, Germany, Argentina, and Mexico.
 5 That's pretty good company, with all due respect
 6 to Spain and Italy and France and England and a
 7 number of others of soccer powers. We've done
 8 just fine. We want to play a little bit longer
 9 in those tournaments. Actually, right now, I
 10 just want to make sure we get back to that
 11 tournament and then play a little bit longer.
 12 Nothing needs to be said there. It's
 13 as good as it gets.
 14 Referee program. At the top level,
 15 Pro, this partnership with Major League Soccer
 16 and the Canadian Soccer Association, how do we
 17 prepare our top referees and officials for
 18 high-level competition, whether it's at the
 19 professional level or even beyond that. And it's
 20 a unique partnership. The only other one that's
 21 like this in the world is England. We modeled it
 22 after that. Still lots of wrinkles, and we need
 23 to do a lot of things below it, but it's an
 24 important piece of the puzzle for us.
 25 Coaching. We now had in the last

Page 39

1 some more, if we want to continue to accelerate
 2 the rate of education at the top level.
 3 Development Academy. Tenth season.
 4 A lot of you know about that, a lot of angst
 5 about it when it started, much less now. As you
 6 can see from the map, far more organized in the
 7 population centers. And this year, we will start
 8 a Girls' Development Academy. The reasons we
 9 didn't start it at the same time, we don't need
 10 to go into those, but we will have a Girls
 11 Academy in the fall.
 12 The big issue and something that's
 13 been important to us is the pay-to-play model.
 14 We can't change that overnight. The economics
 15 are too heavy to change it overnight. We could
 16 have 40 teams in Major League Soccer, and we
 17 wouldn't have a fully funded program. You-all
 18 know that better than we do. When you have got
 19 hundreds of elite teams, to think that we'd have
 20 a model that, overnight, is not pay-to-play, or
 21 at least partial pay-to-play, it would be
 22 fatuous.
 23 But we now have a number of teams or
 24 a number of clubs that are no longer pay-to-play.
 25 A little issue there, when it's an MLS owner that

Page 38

1 year, 120,000 people do an on-line course for the
 2 F license, and we've greatly revamped our other
 3 programs. That's the participants in our first
 4 Pro license. Dan wasn't actually taking the
 5 course.
 6 And in that picture, you have got
 7 multiple players who played in the World Cup for
 8 us, multiple players who played in multiple World
 9 Cups for us, and a number of our coaches in MLS,
 10 some of who have been on our Board of Directors,
 11 Peter Vermes, Hall of Famer on our board, played
 12 in the World Cup, coaches in the league. Greg
 13 Berhalter played in the World Cup for us. We
 14 couldn't get him on our board, so we asked Jay to
 15 sit up here in place for him, after running Copa
 16 America and a number of others.
 17 Changing our, at the top end -- I
 18 mentioned the F license -- at the top end, adding
 19 additional hours and training, because we believe
 20 that coaching education is absolutely critical to
 21 the things that we want to get done on the field.
 22 Absolutely critical. And frankly, we have a
 23 bottleneck. We don't have enough top-level
 24 people to do top-level teaching. And so we've
 25 had to import some of those, and we'll have to do

Page 40

1 says, I will fully fund this, because the hopes
 2 of finding the next Christian Pulisic or Landon
 3 Donovan, that's one thing. When it's all of you,
 4 or one of your clubs that does that, and it's by
 5 taxing the wider population, that's problematic,
 6 potentially, because now we have kids that don't
 7 enter into the program.
 8 So some things we have to worry
 9 about. In the academy programs, we've been able
 10 to add a bunch of scholarships in conjunction
 11 with Nike and will continue to do that in the
 12 same way that a college runs the financial aid
 13 program. Send us some forms, back it up, if we
 14 ask, with tax forms, and we'll make sure you can
 15 play. Because we all know the cost of
 16 participation, especially, at the elite level has
 17 grown dramatically over the last 25 years.
 18 Something we have done in the last
 19 few years, a development program, not player
 20 development, in this case, but resource
 21 development. Donors. So, the gentleman here set
 22 up a seven-figure endowment, a million dollar
 23 pledge, to help fund programs in the name of his
 24 father-in-law, and Jill in the middle.
 25 Big issue across the board for

Page 41

1 sports, but one that's especially important for
 2 us, because there's such little data out there,
 3 the whole safety and concussion issues. We are
 4 leaders in this. There is no doubt in my mind
 5 that a number of countries in the world will also
 6 adopt some of the rules, they may change them a
 7 little bit, that we've done on safety for young
 8 players on limitations on heading, on prohibition
 9 on heading at certain ages because, frankly, we
 10 just don't know yet. And until we know a little
 11 bit more, then we're going to err on the side of
 12 safety and precaution, caution, when we're
 13 talking about young players and potential
 14 long-term effects.

15 So we'll continue to do that. We
 16 have got a medical conference that we've
 17 organized next month, and we did that long before
 18 we had any litigation issues on this. So I want
 19 to be clear about that. So we had a settlement
 20 that was widely publicized, a number of the
 21 organizations here were defendants in that. Some
 22 of the things that got resolved in that were
 23 already in the works, had already been done, but
 24 we were able to put them all into a package, and
 25 thanks to those other member organizations who

Page 43

1 what we got back in that was the way I operate,
 2 and the need for adjustments. And I think we've
 3 been able to address some of those things and
 4 enhance and improve that, as one of those things
 5 was setting up committees of the board, and we've
 6 done that and gotten some outside people. So now
 7 the guy who heads up our investment committee --
 8 and we've got a lot of money in the bank -- is a
 9 world-class investor, the co-chairman of
 10 Fortress, one of the big funds in the world, with
 11 an incredible track record; and a woman that runs
 12 the Brown Endowment as part of our investment
 13 committee. We haven't had that sort of expertise
 14 in the past. Some of it is in this room, but
 15 we've also gone outside now and gotten
 16 independent people, like we added independent
 17 directors.

18 And the last one of those is Heidrick
 19 & Struggles, which is a search firm and a
 20 consulting firm. And here, we did something
 21 we've never done. We looked at our senior staff,
 22 our top people, and said, which of those is most
 23 suited to sit in Dan's chair in the future? Not
 24 only that, but how can we make them more suited
 25 for that or better in their jobs?

Page 42

1 helped participate in this.

2 The last two years have been really
 3 difficult in the international soccer community.
 4 Now we haven't had anyone involved in any of
 5 those things, anyone remotely indicated as being
 6 involved as a target, and so on and so forth, and
 7 our governance has been pretty darn good,
 8 relative to most countries around the world and
 9 even most organizations under the U.S. Olympic
 10 Committee. We know that because we've asked them
 11 that. But still we decided to relook at
 12 everything that we do on governance and did three
 13 major projects. One was we asked Latham &
 14 Watkins, our outside law firm, to do an internal
 15 compliance review. Look at everything we do,
 16 from the way we hand out tickets at games, to the
 17 way people travel, are there any conflicts? All
 18 of that.

19 Then we asked McKinsey, an
 20 internationally renown company, to look at how
 21 our board functions, our board functions with
 22 itself, it functions with staff. Out of that,
 23 came a number of things, and I think the folks
 24 next to me and behind me would agree that we
 25 operate better. And, by the way, a big part of

Page 44

1 We had an outside group come and do
 2 that, evaluate people, work with them. And
 3 they're continuing that effort and will continue
 4 to do that as we emphasize human resources. The
 5 growth of the game, the growth of the Federation
 6 is happening very quickly, and we haven't been
 7 able to keep pace internally in all areas. We
 8 need outside help. As is true for any
 9 organization, whether it's Apple, or U.S. Soccer.
 10 And we're getting that help, and I think we'll
 11 continue to adjust accordingly.

12 Let's just take a quick look ahead.
 13 Some of the things that we want to try to do,
 14 that I want to try to do, that I want to share
 15 with you now, and hopefully, have you support us
 16 in.

17 We have 21 national teams. This one
 18 is actually a really important picture for a
 19 number of reasons, one that I will come back to,
 20 because if you look at that picture, there are
 21 players of all different shapes, sizes, and
 22 colors. We have 21 national teams, and we
 23 haven't had any on the men's side win a World
 24 Cup. We have had multiple teams on the women's
 25 side win World Cups, at the Under-20 level, at

Page 45

1 Olympics, at senior women's national team level.
 2 So we need to be in a situation where we are
 3 consistently succeeding, and that means obviously
 4 qualifying for everything and getting deeper into
 5 the tournaments.
 6 And for the women, that may mean
 7 something different today. For the women, if you
 8 are not in the final, it's already not a success,
 9 given where our program is, so when they lose in
 10 the quarter-finals to Sweden, it's a national
 11 disappointment.
 12 When the men got to the
 13 quarter-finals in Korea, it was a national
 14 success. So there's different benchmarks. But
 15 we need to continually get better, because it is
 16 not the case that our 17- and 18-year-olds are as
 17 good as anybody's in the world. That's a
 18 misnomer. It's just not true. We can prove that
 19 pretty easily. Maybe our 10- and 11-year-olds
 20 are, but there's something that happens between
 21 then and that next big age group, because we
 22 haven't won any world cups at the U-17 on the
 23 girls' side or the boys' side.
 24 That, this slide gives you an idea of
 25 what we're up against, especially on the men's

Page 47

1 teams in the world, and the best leagues in the
 2 world. And you look at a line-up and it's
 3 Barcelona and Real Madrid and Manchester United
 4 and Juventus and PSG and Leon and Bayern, that
 5 we're up against, we're not quite there yet. And
 6 so to expect results which we do, which I do, is
 7 setting the bar pretty high.
 8 Coaches. Again, we got lucky with
 9 the slide. This is Tab Ramos. If you don't
 10 know, he played for us in three world cups, the
 11 first player to sign in the history of Major
 12 League Soccer, and three days ago, his team, the
 13 Under-20 team, did something we have not done in
 14 30 years in an official competition -- and I
 15 really wish Decio were here -- we beat Mexico
 16 1-0.
 17 (Applause.)
 18 PRESIDENT GULATI: Mexico hasn't lost
 19 a game in the Under-20 competition in nine years.
 20 It's world champions of that age group, so it was
 21 a big result. And yesterday, they beat El
 22 Salvador. So they're playing in the championship
 23 tomorrow. Tab's played for us at the
 24 international level, coaches for us at the
 25 international level, and is now the first coach

Page 46

1 side. So what does this slide tell you? This is
 2 the number of players that are playing in the top
 3 five leagues in the world. And today MLS is not
 4 one of those leagues, and if Don Garber were
 5 here, he wouldn't be offended by me saying that.
 6 So we have 13 players playing in the
 7 top five leagues in the world, England, Spain,
 8 France, Italy, Germany. France has 396 players
 9 playing in that league. So when they pick an
 10 All-Star team, they get to pick from 396. When
 11 we pick an All-Star team, we have those 13, plus
 12 obviously the players that are playing in Mexico
 13 or the U.S. We don't match up very well player
 14 for player, yet our results are much better than
 15 that, because of so many of the dynamics of team
 16 chemistry, determination, and so on and so forth.
 17 Now, this doesn't mean that all our
 18 players should go abroad, by any stretch, but it
 19 means MLS needs to continue to get better, and it
 20 will, but that's what's happening when we
 21 expect -- whether it's Jurgen Klinsmann or Bruce
 22 Arena or Bob Bradley or anybody else, or our next
 23 coach -- to go out and play against one of those
 24 teams. Playing against the players we're not
 25 playing the good teams, we're playing the best

Page 48

1 to qualify for three consecutive Under-20 World
 2 Cups. So hopefully, that team will do well.
 3 But this slide is about what we want
 4 to do on the coaching side in terms of training
 5 more coaches. We want to get that number up very
 6 quickly over the next five to seven years.
 7 You can see where the growth is, but
 8 we want to take that number up six-fold in
 9 five years, Now, a lot of that will be entry
 10 level, but that's where our players are.
 11 And all of you are dealing with this,
 12 and we're going to talk about some things that
 13 affect millions of players and tens of thousands
 14 of coaches in a highly professional way that we
 15 can reach that audience and increase the number
 16 of people who are training young players.
 17 Same for referees. You can see this
 18 is relatively flat over the last few years.
 19 Well, if we're increasing the number of
 20 players -- and we will talk about that in a
 21 second -- and want better officials, we also need
 22 more officials. You folks from Eastern New York
 23 will remember when I had dinner with them a
 24 decade ago and said, what should we be doing? I
 25 said, you don't have enough referees. I just

Page 49

1 looked at the numbers. You are 46 or something,
 2 in referees per player. And, by the way, I had
 3 to referee a game for my kid's game, because the
 4 referee wasn't there, which was the one that
 5 really irritated me. Now, they won naturally, on
 6 three penalty kicks, but... and two of the
 7 penalty kicks, my kid missed, but he retook
 8 because the goalkeeper moved.
 9 So we've got to increase the number
 10 of referees and officials.
 11 Professional game. Fantastic. We
 12 have had this huge growth. MLS is going to have
 13 to have some big numbers. USL has grown
 14 dramatically. NASL is growing, hopefully, this
 15 year, but it's not all stable. We lose some
 16 teams now and then. That's not a good thing.
 17 And we know what the balance sheets and the
 18 income statements of those teams look like.
 19 They're not pretty, for the most part, and,
 20 generally, unless you are making money or think
 21 you're going to make money or are delusional, you
 22 don't run that business for very long.
 23 So we need stable teams. NWSL, as I
 24 mentioned, wouldn't be there if we hadn't
 25 supported it in a financial way. And by

Page 51

1 relationship with Children's Hospital in Kansas
 2 City, and we're trying to think about some more
 3 things that we can do in that facility that is
 4 going to be important.
 5 One big facility. We had a Hall of
 6 Fame that used to exist in Oneonta. We will have
 7 another one next year at a stadium that has a lot
 8 of traffic, which means there will be a lot of
 9 people around in Dallas or in Frisco -- sorry
 10 about the New Jersey/New York thing -- in Frisco,
 11 not in Dallas, and that will open next year, with
 12 funding coming primarily from local authorities,
 13 as well as the Hunt family, which has done an
 14 extraordinary service to the game over the last
 15 50 years.
 16 And a program that I'm very, very
 17 proud of -- things that we do around the world --
 18 one of them is in conjunction with the State
 19 Department, the one that says State Department
 20 Envoy Program. Those are countries where players
 21 and coaches have gone over the last year, and if
 22 we made that five years, you would see another 20
 23 countries listed. Fantastic program.
 24 So the players here have participated
 25 in it. And on the other side are countries that

Page 50

1 supporting it, what we've done is lower the
 2 losses of the people that are putting money into
 3 the league, which is the owner; one or two make
 4 money, but it's not as if three-quarters of the
 5 teams in professional soccer are making money.
 6 So if we look at all of those teams,
 7 20-plus in MLS, 30-plus in the USL, 8 in the
 8 NASL, 10 in the NWSL, there's not but a handful
 9 that are cash-positive. So we need them to be
 10 more stable, because they are a critical part of
 11 the growth of the game in the United States, of
 12 our national team programs, of kids getting
 13 turned on to it, about having spectators that
 14 want to buy merchandise, about people watching
 15 games on television, they are a big part of that,
 16 about building stadiums that our national teams
 17 can play in and have a home crowd and so on.
 18 Infrastructure. You see Soccer House
 19 on the right. You see Stub Hub Center, which is
 20 our national training center in the middle, and
 21 then a new development in Kansas City, the new
 22 coaching center, that we will have. Phenomenal,
 23 state-of-the-art, put together by an MLS owner
 24 who believes in the sport, who believes in child
 25 safety's medical technology business, a great

Page 52

1 we directly have done programs with over the last
 2 few years. We don't write anybody checks, but
 3 this is sending coaches abroad, inviting coaches
 4 to our top coaching programs, sending equipment,
 5 sending technical assistance, helping them get
 6 through Miami, and find a hotel, if they're going
 7 to a competition in Central America, and so on.
 8 I'm very proud of what we have been able to do
 9 there, and I know Victor is as well, that we've
 10 been a good participant and good member of
 11 CONCACAF.
 12 And something that we will start --
 13 we talked about it last year -- which was the
 14 Federation now has more resources than it's ever
 15 had, and more that will be on its balance sheet
 16 in the next few weeks than we've ever had by a
 17 wide margin. And how do we use some of those
 18 resources? With ideas that are going to come
 19 from all of you, because none of us up here have
 20 a Coke formula -- that I can assure you. Not our
 21 Development Academy, not our residency program,
 22 none of those is the Coke formula. So the notion
 23 here will be twofold -- and we mentioned this
 24 last year -- and we put \$3 million into this
 25 year's budget, and that will grow if we come up

Page 53

1 with good programs.
 2 The two important pieces of this, of
 3 this incubator program, one is aligning with the
 4 objectives that we've laid out, aligning with the
 5 Federation's objectives. That doesn't mean
 6 directives, but objectives. These are the sorts
 7 of things we're trying to do. Are you in
 8 alignment with us? That will be a big part of
 9 the scorecard, if you will, in evaluating these
 10 programs. And the other is something new and
 11 creative that may be scaleable and transportable.
 12 So we're not going to, in this
 13 program, fund the field. There's other ways to
 14 do that. You're going to have to use your money
 15 or local money, or public, parks and rec money,
 16 or foundation money, but this might be, let's try
 17 a pilot program in Washington or in Virginia or
 18 in Connecticut, over the next three years, to
 19 grow player numbers or referee numbers or inner
 20 city or whatever it might be, and we'll fund it.
 21 You will have to put a little bit in.
 22 Maybe it will be three to one, and we'll pay for
 23 most of it, but the idea is to find things that
 24 work, and maybe something that works in
 25 California doesn't work in New Jersey, but maybe

Page 55

1 So we're going to look at this. And
 2 we spent some time with the leadership of all of
 3 the youth organizations here, about figuring out
 4 what's going on. We all have theories of kids
 5 not entering or why they leave and all of those
 6 sorts of things. But the second part of that is
 7 finding data to back that up. That should be the
 8 first part of it. And then what do we do about
 9 it? Because part of our mission is to grow the
 10 game. And that doesn't just mean new players.
 11 It could be retention of players. It could mean
 12 those players that are playing in unaffiliated
 13 programs, all of those things that we have talked
 14 about forever and done very little about. And
 15 we've got to figure out, is there something we
 16 can do about it? Is it a national TV commercial,
 17 or is it a grass-roots program, or is it Under-20
 18 games on television? Or is it one of our
 19 athletes doing a TV commercial or doing a PSA or
 20 whatever? And we're going to figure some of
 21 those out in conjunction, especially, with the
 22 youth groups here. That doesn't mean the adults
 23 aren't part of it. It just means a big number,
 24 as we know, and the place of opportunity,
 25 numbers-wise, is on the youth side.

Page 54

1 it does.
 2 So how do we find the Coke formula or
 3 get closer to the Coke formula? This program
 4 will start. It will be an on-line application
 5 process in 60 days, and I think we want to get
 6 money out the door, but in a sensible,
 7 constructive way that's sustainable. And I
 8 think, as I said, that \$3 million number can
 9 certainly go up, and there's at least one or two
 10 programs that people have already talked to us
 11 about, that we are very much wanting to see an
 12 application, and will support.
 13 The issue -- or maybe it's not, but I
 14 think it probably is from the discussions we've
 15 had here, that's the player registration numbers
 16 over the last 15 years. Virtually flat and
 17 completely flat in the last few.
 18 Now, my guess is the true numbers of
 19 players playing in registered programs has
 20 actually fallen, because this doesn't take into
 21 account that over the last five to ten years, the
 22 number of players, including two of my own kids,
 23 have been registered in multiple organizations.
 24 So they show up as two players. Well, clearly,
 25 that's not adding any players to the base.

Page 56

1 If I look out from here -- more
 2 frankly, if you look out this way -- it's pretty
 3 easy to figure out that neither this group or
 4 that group is reflective of what America looks
 5 like. Not up here. Not out there.
 6 A little bit more on the right than
 7 on the left. We've got to do something about
 8 that.
 9 (Applause.)
 10 PRESIDENT GULATI: We've got to do
 11 something about that.
 12 In some places we've gotten better,
 13 but we still have a long way to go. And this
 14 isn't a political commentary, although I would be
 15 happy to do that poolside later on, if people
 16 want to talk, so whether it's based on gender or
 17 race or ethnicity or sexual preference or any of
 18 those things, we have to do better at the board
 19 level, at the coaching level, on the field, in
 20 most cases. It's equality of opportunity we want
 21 and have to have.
 22 And there are so many good reasons
 23 for it. We've had an internal group doing it,
 24 and I think we need more firepower. They have
 25 done a good job for what they've done. So we're

Page 57

1 going to get some outside professional help to
 2 help us on things that we may do, but most of
 3 that is not going to be the Athletes Council
 4 saying at least one of our two vice-chairs has to
 5 be a female, and they have done that, which is
 6 fantastic. It's not going to be me saying to the
 7 group that's helping us find independent board
 8 members, almost everything short of send us -- if
 9 you don't send us a diverse candidate, don't
 10 bother, and that means you're not getting paid.
 11 It's been pretty close to that. Because the big
 12 numbers on all of this and the training and the
 13 opportunities are at your level and at the
 14 grass-roots level. So we can have a Rooney Rule
 15 that says every top position at U.S Soccer, you
 16 must interview at least one female or racially or
 17 ethnically diverse candidate, but unless you are
 18 doing it, unless your clubs are also giving
 19 opportunities at the executive director level or
 20 director of coaching level or a club director
 21 level, it's not going to get anywhere.
 22 And so this isn't only on you,
 23 because we're going to have to be part of this as
 24 well, but it is an extraordinarily important
 25 topic for me, for the sport, and, frankly, for

Page 59

1 with a different trophy. That would be a really
 2 nice picture. And we're talking about every day,
 3 when I wake up, I think about how we make that
 4 picture happen, as all of you do. And that
 5 doesn't mean I don't think about Youth Soccer or
 6 recreational soccer or concussions; all those are
 7 pieces of it.
 8 So what is the long-term plan? Well,
 9 we would like to make that happen. Preferably we
 10 would like to make it happen on American soil,
 11 which makes it a little bit easier to happen,
 12 first of all, but also makes everything we do in
 13 the sport -- and you probably know we have been
 14 having some conversations with some friends of
 15 ours as well on why it might be really good to
 16 make that happen in the United States and in
 17 Canada and in Mexico, why it would be good for
 18 the sport, why it would be good for us, why it
 19 would enhance the likelihood of it being in North
 20 America.
 21 So we're still talking about that.
 22 And for those that haven't been following the
 23 story, we're talking about the 2026 World Cup in
 24 the United States and whether we can host it
 25 here, and it's now in its expanded format. And

Page 58

1 the country. And we're going to continue to do
 2 everything we can to lead in that and not follow.
 3 So expect more on that front.
 4 How do you make soccer relevant
 5 365 days a year? A big part of this -- this was
 6 a few days after the women won the World Cup.
 7 Now, I should mention, we had to do a little
 8 cropping in this picture. In the original
 9 version, Tim Turney was in the picture, but
 10 Taylor Swift asked him to leave after he called
 11 her Beyonce -- and so sorry about that, Tim, we
 12 had to crop you out of that -- so this is a
 13 couple of days after, and she called us. We
 14 didn't call her manager and say, it would be
 15 great. Taylor Swift's people called Alex Morgan,
 16 or whoever, and said, hey, can you come and hang
 17 out? And the amazing thing to me was the whole
 18 team didn't go, because they couldn't all go hang
 19 out, so ten went, eight had something better to
 20 do than hanging out with Taylor Swift at a
 21 sold-out concert, which was really good, they had
 22 a better offer. So that was good. She didn't
 23 win the trophy.
 24 What else do we want to do? That
 25 would be a nice picture. We've had that picture

Page 60

1 we've got very, very good friends, north and
 2 south, both of whom are here today, in terms of
 3 the presidents that say, this looks interesting.
 4 Can we figure out a way to get this done?
 5 We haven't signed anything. We
 6 haven't said, let's do a joint bid. I want to be
 7 clear about that, but we are talking about it.
 8 And we think there's a lot of positives to it,
 9 and if we can figure out a way to make sure the
 10 World Cup comes to North America, then I'm pretty
 11 sure as long as we rule out using American air
 12 space, then Canada and Mexico can't do it without
 13 us, and it will be extraordinary here.
 14 And a big part of this, if we can
 15 make this happen, by the way, is everything we've
 16 talked about up until now, gets enhanced by this
 17 sort of thing. Because we've got 30 or 40 cities
 18 that can do it. Now you turn around to the
 19 mayors or governors and say these eight games,
 20 we're only going to use eight or ten cities, 4,
 21 5, 6, 7, 8 games, we really need an after-school
 22 program, and you don't have one for soccer. We
 23 really need those four inner city fields, because
 24 that's part of the scorecard. We really need
 25 7,000 tickets sold for your NWSL team and so on

Page 61

1 and so forth.
 2 So it's not about the 31 days and
 3 what is now 80 games in the World Cup, under the
 4 current format. It's about that eleven-year or
 5 nine-year lead-up -- actually, eleven, because we
 6 started talking about it two years ago -- and in
 7 some ways, 16, because, I started thinking about
 8 it the day that the president of FIFA pulled out
 9 a five-letter word called Qatar out of an
 10 envelope. It wasn't a four-letter word; it was a
 11 five-letter word.
 12 That would be really cool. Now, the
 13 trophy that DaMarcus Beasley is holding isn't the
 14 World Cup. It's the Gold Cup. That's a pretty
 15 cool trophy. But that other one is really,
 16 really cool.
 17 And the one next to that, we've got
 18 that. There's a few players over here that have
 19 held that one and had Olympic medals or World Cup
 20 medals in this picture. And the guys on the
 21 right still dream about that. But that's what a
 22 lot of us dream about, I think, and it's what a
 23 lot of people in the game and our television
 24 partners and our sponsors dream about it, and
 25 even the recreational players dream about,

Page 63

1 Ashlyn Harris, one of our national team
 2 goalkeepers on the women's side; if we could run
 3 that video, please.
 4 (Video shown.)
 5 (Applause.)
 6 PRESIDENT GULATI: How many of our
 7 Olympic and World Cup athletes have been on one
 8 of these? A few of you? All but -- and Cindy as
 9 well -- all but Stuart. Thanks, Stuart. Thank
 10 you-all for doing that. We will get Stuart on
 11 one of those programs. It's really an
 12 extraordinary program, and I think you saw just
 13 how extraordinary through Ashlyn's eyes and
 14 words.
 15 Okay. We are on to new business.
 16 And I will turn the floor over to Mr. Cordeiro,
 17 our Vice-president and Treasurer. The first
 18 order of business is the budget for 2018.
 19 Mr. Cordeiro.
 20 MR. CORDEIRO: Thanks, Sunil.
 21 Good morning everyone. By way of
 22 introduction in 2016, the long-standing Budget
 23 Committee was absorbed by the new board Finance
 24 Committee, which I chair. Sunil already referred
 25 in his remarks to the governance changes we

Page 62

1 because they knew who Landon is, and they knew
 2 who Mia was, and they knew who these players are,
 3 and they knew who Abby is, and they knew who
 4 Carli is, and they're buying jerseys with Carli's
 5 name on the back, and they're buying jerseys with
 6 Clint Dempsey on the back, and they know that
 7 Clint had a little bit of a heart issue, and so
 8 on -- not all of them, I get that -- still more
 9 that know who Taylor Swift is, I understand that.
 10 We're working on that. If we could have gotten
 11 Tim out of the picture, we would have gotten it
 12 done earlier.
 13 But that's the long-term plan. With
 14 our friends, we can make it work. That's the
 15 long-term plan. That's the current plan and the
 16 long-term plan.
 17 Thanks for listening.
 18 (Applause.)
 19 PRESIDENT GULATI: As we continue,
 20 and we are not going to be taking a break, so if
 21 you need to use the facilities, please do it at a
 22 time where I need you to vote on something and
 23 you're not in favor of it.
 24 We go on to a quick video from that
 25 international relations program I mentioned,

Page 64

1 introduced last year, one of which was the option
 2 of four standing board committees, including
 3 finance. One of the main responsibilities of
 4 this committee is to review and propose the
 5 Federation's operating budget for approval.
 6 Now, you-all have a copy of this
 7 year's budget in your Book of Reports.
 8 Yesterday, we met with a handful of council
 9 members, which I hope addressed any outstanding
 10 questions.
 11 Just in summary, today -- and Sunil
 12 has already alluded to this -- U.S. Soccer
 13 continues to find itself in a financially strong
 14 position from the successful capitalization and
 15 increased fan and sponsor interest across the
 16 United States. We are operating close to
 17 break-even on an annual basis as our commercial
 18 successes are balanced by the increased
 19 reinvestment in our sport.
 20 Now, in the current financial year,
 21 which ends at the end of March, we approved an
 22 overall budget of \$98 million. That's operating
 23 and nonoperating revenues and expenses. We are
 24 now projecting an operating surplus of about 4.3
 25 million, favorable to this budget by 1.7 million.

Page 65

1 The nonoperating surplus, however, is projected
 2 to be \$44 million, favorable to budget by
 3 26.8 million. This very large swing was driven
 4 by the extraordinary success of the Copa America
 5 Centenario tournament, which generated or will
 6 generate \$46 million for the Federation.
 7 The newly established membership
 8 grant program, which Sunil referred to, will now
 9 act as a platform for many of your organizations
 10 to secure funding for specific projects.
 11 In its first year of operation, we
 12 have included a nonoperating expense item of \$3
 13 million in the fiscal year '18 budget. At \$106
 14 million, this overall budget is 8 percent higher
 15 than fiscal year '17 and will have an operating
 16 deficit of about 1.87 million.
 17 So all of that together was discussed
 18 and debated at the Finance Committee, which we
 19 met back in November. This was then sent to the
 20 full Board of Directors in December for their
 21 approval. We added, at that meeting, an
 22 accounting recognition of the men's national team
 23 coaching change, and of course, the inclusion of
 24 the membership grant program I just referenced.
 25 The materials presented in your Book

Page 67

1 manager has been severed early in their contract,
 2 but could you help me sort of calibrate the
 3 \$6 million severance for Coach Klinsmann? The
 4 next time, hopefully, we don't have to have a
 5 severance again, but if we do, should we expect
 6 12 million? What's -- what are -- I guess, I'm
 7 trying to get a sense of --
 8 MR. CORDEIRO: Let me, I will make a
 9 very general comment, and then maybe ask Eric to
 10 step in. The \$6 million is really more of an
 11 accounting recognition. So basically, we're
 12 accruing, what we owe Mr. Klinsmann, we are
 13 accruing all of that in one year. The actual
 14 cash differential is much closer to two million.
 15 Does that help?
 16 PRESIDENT GULATI: Two other
 17 comments. That number still could change. There
 18 is a mitigation clause. So we recognize the
 19 entire payment, and there could be offsets
 20 against that. I hope it will never be 12
 21 million, but we had this issue in the past.
 22 There are very few -- it's a -- it's part of the
 23 costs of doing business in the big leagues, to be
 24 quite honest, so... Okay.
 25 MR. CORDEIRO: So, I think, we

Page 66

1 of Reports reflect all these additions and is
 2 being recommended by the board for your approval.
 3 If there are any questions, I would be happy to
 4 answer them, and if there are none, but before I
 5 ask for a motion, I would like to thank our
 6 Finance Committee members, all of whom are here
 7 on the podium with me, but frankly, none of this
 8 would really have happened or been possible
 9 without the tremendous efforts of our U.S. Soccer
 10 staff. The preparation of \$100 million budget is
 11 really an overwhelming process and requires
 12 contributions from every department under the
 13 leadership of Dan, Jay, and Brian, and of
 14 course, our finance staff, led by Eric, Lisa, and
 15 Marc Bahnsen.
 16 So on that note, if there are no
 17 questions, can I ask for a motion, please.
 18 DR. CONTIGUGLIA: So move.
 19 UNIDENTIFIED SPEAKER: So moved.
 20 MR. CORDEIRO: Oh, sorry, there is
 21 one question.
 22 MR. MOORE: Just one question, Tom
 23 Moore, Cal North.
 24 Of course, I have been involved with
 25 some other organizations where perhaps a general

Page 68

1 already have a motion, yeah, Marino. And do you
 2 want to take it --
 3 PRESIDENT GULATI: So we have a
 4 motion to adopt the budget.
 5 UNIDENTIFIED SPEAKER: Second.
 6 PRESIDENT GULATI: And by the way on
 7 the coaching thing, I should mention that was
 8 Dan's decision. All the presidents in the room
 9 know exactly what I'm talking about, right? The
 10 Executive Director's got to take one for the
 11 team. Come on, we all know that. And Dan, when
 12 he goes back, will say, Listen, it was really Jay
 13 that decided that, and then we go from there. By
 14 the time it's over, it's one of you that was at
 15 fault on this.
 16 Okay. So all in favor of approving
 17 the budget; anyone against?
 18 (Motion passed.)
 19 PRESIDENT GULATI: Okay.
 20 Dan just sent me a text and said he
 21 had the recommendation on Jurgen from Stuart
 22 Holden, so I don't know, who apparently couldn't
 23 go on the national team trip, because you were
 24 making the recommendation on the coaching, I got
 25 it. Okay. All right, then.

Page 69

1 Life Member Nominations. We have two
 2 of those, two extraordinary people, who have been
 3 part of the organization for many years. You
 4 have got the data in the books. I don't think we
 5 need to have a motion. That's been essentially
 6 put on the floor by the board. Why don't we do
 7 those one at a time, one of them is not here, and
 8 we will recognize the second after going through
 9 this formally a little bit later in the program.
 10 So first we have the life membership
 11 nomination for Mike Edwards, a long-time
 12 vice-president and many, many other things. All
 13 in favor say aye; any opposed?
 14 Thank you.
 15 (Motion passed.)
 16 PRESIDENT GULATI: And then Mike is
 17 not here today, for Bruno Trapikas, again you
 18 have the information and the multiple
 19 nominations. All in favor; any opposed?
 20 (Motion passed.)
 21 PRESIDENT GULATI: Bruno, are you
 22 here? Where are you? Where is Bruno?
 23 So Bruno Trapikas, welcome. Thank
 24 you.
 25 (Applause.)

Page 71

1 extraordinary. And we got very, very lucky with
 2 the people we had on board. Carlos was an
 3 independent director and is now our
 4 vice-president. Fabian Nunez, who at the time,
 5 was the speaker of the California General
 6 Assembly, has been an extraordinary board member
 7 for us, and Donna Shalala, who is not here, who
 8 all of you know.
 9 When Carlos was elected last year, we
 10 had an opening. We took some time in filling
 11 that. About a month ago, we asked Val Ackerman,
 12 whose bio you see on the board, to fulfill the
 13 remainder of Carlos' term, and now we are putting
 14 her forward to be elected to a full two-year
 15 term.
 16 Separate and apart from that, Fabian
 17 is timed out under our new bylaws, or what I
 18 presume will be our bylaws in an hour or so, and
 19 so we will have another opening. And we have
 20 asked Heidrick & Struggles to look and help us
 21 find diverse, capable, committed candidates. So
 22 we will have a shortage of one for a little
 23 while, but for today, the board is unanimously
 24 nominating Valerie, Val Ackerman.
 25 A number of us know Val, an

Page 70

1 PRESIDENT GULATI: Next, we have --
 2 we added on the agenda at the beginning of the
 3 meeting, the Membership Application for the U.S.
 4 Deaf Soccer, and I'm told by the people in the
 5 know, that all materials have been submitted and
 6 are in order. So we can then have a nomination
 7 to have Deaf Soccer officially approved as a
 8 member of U.S. Soccer.
 9 UNIDENTIFIED SPEAKER: So move.
 10 PRESIDENT GULATI: Thank you.
 11 I'm assuming no one is going to
 12 challenge that and all are in favor.
 13 So thank you for that. And with that,
 14 let me congratulate Trip Neil, their president, who
 15 is here. Trip.
 16 (Applause.)
 17 PRESIDENT GULATI: Next on the agenda
 18 is Independent Directors.
 19 So before we have a quick election
 20 for one, in 2006, we added independent directors
 21 to our board. We're one of the few organizations
 22 in the world, FIFA members, that have that.
 23 Canada does as well. We have three of them. And
 24 I would say almost every year, the contributions
 25 they have made over the last decade are, frankly,

Page 72

1 extraordinary advocate for gender and everything
 2 else, currently the Big East Commissioner, but a
 3 member of FIBA in the past, ran USA Basketball,
 4 commissioner of the WNBA, trained lawyer,
 5 top-level player at the University of Virginia,
 6 and a whole bunch of other things, and she will
 7 be an active and capable participant. Actually
 8 I'm sure a couple of our athletes know her very
 9 well.
 10 So, unless there are any other
 11 nominations, I'm going to declare nominations
 12 closed and would ask for your approval and
 13 election of Val Ackerman to join the board. All
 14 in favor?
 15 Thank you.
 16 Done by acclamation in that case.
 17 Affirmation of Federation Policies
 18 Adopted Since 2016. Two of those are in your
 19 book, and this is the part of the meeting where
 20 we, the board takes action, they have to be sort
 21 of confirmed by the council; that's what we're
 22 doing here. One of those policies did not make
 23 it in the book because it was approved in the
 24 last 30 days, if we could post that on the board,
 25 regarding the National Anthem. We met with the

Page 73

1 athletes about this one yesterday, and that is
 2 the new policy that was approved by the board
 3 unanimously, about the National Anthem. I don't
 4 think I need to explain that.
 5 (Applause.)
 6 PRESIDENT GULATI: I was asked
 7 yesterday at the Athlete Council meeting what if
 8 a player doesn't, and, you know, I didn't have
 9 the right answer there, and I think the right
 10 answer is, I hope we never have to confront that
 11 situation. So that is the new policy.
 12 And if we can now take a motion to
 13 approve all three of those, approving the actions
 14 of the board, then we're in good shape.
 15 Do I have a motion to that effect?
 16 UNIDENTIFIED SPEAKER: So move.
 17 PRESIDENT GULATI: Thank you. Anyone
 18 objecting to that? Those are approved by
 19 acclamation. Thank you.
 20 We are next to the point of proposed
 21 amendments to the Federation bylaws, which you
 22 have had for some time. As a quick
 23 introduction -- and it will be very quick, since
 24 Paul Burke will give you a further one -- we have
 25 been on this process for about two years. We

Page 75

1 loyalty. I was the president of the Utah Youth
 2 Soccer Association, after being a bad player, a
 3 yelled-at referee, and hopefully a decent coach
 4 for many years.
 5 My player past at the adult level is
 6 held by the Utah Soccer Association. Bill
 7 Bosgraaf has my pass available for transfer, but
 8 I don't think he's gotten any calls, and the only
 9 callup I have ever received was to go to the
 10 stands, and that's where I root for our world
 11 champion women and the men that we think are
 12 destined some day to hold a world championship.
 13 So with my disclosures done, we will
 14 move to the bylaw projects that the president has
 15 described to you.
 16 I want to thank all of the councils
 17 for having invited me to address them yesterday,
 18 and hopefully, some of the feedback we received
 19 yesterday will allow us to move through this
 20 process.
 21 So, as you've heard, we have been
 22 working through a comprehensive review of the
 23 Federation's bylaws in the last two years, and
 24 the Number 1 goal is to have the bylaws and
 25 governing documents of this organization be as

Page 74

1 weren't quite ready a year ago, because we wanted
 2 to make sure we had a number of things right, and
 3 so we pulled them rather than rush through it,
 4 and had a chance to talk to more people. It has
 5 gone through a more extensive review process than
 6 I think any I have been involved in, but I will
 7 let Paul Burke, who is the chairman of our Rules
 8 Committee and an extraordinary person in so many
 9 different ways, and if you get a chance to talk
 10 with him or know him, you will understand what I
 11 mean by all that.
 12 So with that, Paul, if you could come
 13 up and take us through this process.
 14 Paul Burke, Chairman of the Rules
 15 Committee.
 16 (Applause.)
 17 MR. BURKE: Thank you, Mr. President,
 18 and good morning to everyone. I appreciate the
 19 opportunity to serve as your rules chairman. I
 20 thought it would be appropriate to start with
 21 some disclosures on my part, however, and that is
 22 you should know that each of the councils
 23 assembled here today, own a piece of my heart. I
 24 live in the capital city of Utah, and Real Salt
 25 Lake, of the Professional Council gets my

Page 76

1 world class as we want the organization and our
 2 teams to be.
 3 Through that process, we have
 4 identified inconsistencies that have arisen
 5 because of years of drafting amendments on top of
 6 amendments, laws in the real world have changed,
 7 and we've needed to update the bylaws in certain
 8 areas to reflect changes, in state and federal
 9 laws, and we've tried to eliminate redundancies
 10 and potential potholes in our bylaws. Next
 11 slide please.
 12 This two-year process has really been
 13 a comprehensive one. The Board of Directors
 14 commissioned the project, assigned outside,
 15 retained and assigned, outside experts to provide
 16 recommendations and initial drafts; those
 17 included consultants, an outside law firm. Those
 18 proposals were then referred to the Rules
 19 Committee for an initial process that was a year
 20 ago and then continued well through this year.
 21 The Board of Directors has had an
 22 active part in that process, has reviewed all of
 23 these proposals in detail on at least three
 24 occasions, and formed a subcommittee last summer
 25 that included John Collins from the Board of

Page 77

1 Directors, the Federation's legal counsel, and
 2 yours truly.
 3 And finally, last fall, the board
 4 formally adopted the proposals that we will
 5 discuss this morning.
 6 All of them have been recommended to
 7 you, unanimously by the Board of Directors, and
 8 unanimously by the Rules Committee.
 9 As you know, the packet is almost an
 10 inch thick. So we wanted to figure out the best
 11 way to work through this process. Some of the
 12 bylaws that we addressed through this process
 13 really do have substantive impact, and if they do
 14 have that kind of substantive impact and have
 15 been judged that way, they will be considered
 16 individually today.
 17 If -- we also have a large packet
 18 that I hope will just be adopted by consensus of
 19 items that are more on the housekeeping level,
 20 but yesterday -- if we go to the next slide
 21 please -- yesterday through the Council process,
 22 we learned that there was at least one pair of
 23 bylaws that raised some concerns, so we're
 24 pulling 531 and 532 from the consensus group to
 25 have them individually considered when we get

Page 79

1 so that candidates can be vetted to make sure
 2 that they are of suitable integrity to serve the
 3 Federation and also to give all of you an
 4 opportunity to be aware of candidates before a
 5 council meeting.
 6 There -- if I can go to the next
 7 slide. We expect that there will be a proposed
 8 amendment to this bylaw with respect to term
 9 limits. I should say that I think there is a
 10 consensus that the Federation should have some
 11 term limits for its officers. I think there may
 12 be some disagreement about what exactly those
 13 term limits might be.
 14 In advance of today's meeting, Mr.
 15 Collins submitted a bylaw proposal addressing
 16 this topic. My understanding is that he will
 17 present his proposal as an amendment to the main
 18 proposal and withdraw his proposal as a
 19 standalone amendment. So we will get to that.
 20 Bylaw 413 addresses the Board of
 21 Directors. It makes, you know, some changes that
 22 in some ways mirror those of the, that will be
 23 made to the officers' section. There will be
 24 term limits, requirements for background checks,
 25 and other items meant to promote good governance.

Page 78

1 going here this morning.
 2 The first substantive bylaw that
 3 we'll discuss is Bylaw 213, which would be a
 4 replacement for an existing bylaw governing the
 5 process for replacing state associations. In
 6 recent years, that bylaw has been the subject of
 7 considerable controversy, and the proposal before
 8 you here today is definitely substantive,
 9 definitely makes some important changes, but its
 10 goal is to clarify and make this process more
 11 fair and more clear.
 12 Next slide please.
 13 Then we will consider Bylaw 232.
 14 This bylaw would reinstate individual, the
 15 category of individual sustaining members to the
 16 Federation. It contemplates giving the voices to
 17 fan organizations and to the fans that support
 18 our teams and the game that we all love.
 19 Next slide. Bylaw 401 will make some
 20 changes to the bylaw governing the officers of
 21 the Federation. The officers of the Federation
 22 are the president and the vice-president. The
 23 proposed bylaw will make changes in the election
 24 process, for example, requiring candidates to
 25 declare candidacies in advance of this meeting,

Page 80

1 Can we go back to that slide for just
 2 a moment? I do want to draw everyone's attention
 3 to the last bullet point here. In the materials
 4 that were circulated before the AGM, there was an
 5 inconsistency within this proposal with respect
 6 to the "past president" position. The board
 7 yesterday at its meeting wants to harmonize that
 8 inconsistency by making clear that the six-year
 9 term limitation will apply. So the second
 10 reference in that bylaw will be adjusted
 11 appropriately.
 12 Bylaws 531 and 532, during the
 13 council meetings that I addressed yesterday,
 14 received a number of questions and concerns about
 15 having these two proposals considered in the
 16 group packet. So we wanted to make sure that we
 17 heeded that concern so that there could be
 18 discussion and consideration of these particular
 19 proposals, which are intended, as you can see on
 20 the slide, simply to preserve the status quo and
 21 to eliminate what was thought to be some
 22 redundant and unnecessary language in the bylaws.
 23 Next slide.
 24 Then the biggest part of your packet
 25 consists of a large group of proposed amendments.

Page 81

1 The next several slides will detail the specifics
 2 of those proposals. It's my hope that there's
 3 not anything deemed controversial within those
 4 packets, and hopefully, we can adopt those by
 5 consensus.
 6 This packet, as I've mentioned
 7 before, was supported unanimously by the Board of
 8 Directors, and our hope is at the end of this
 9 meeting, that we will be able to put all of these
 10 into effect.
 11 Next slide.
 12 One, as you read this list of the
 13 particulars, the last one at the bottom, I want
 14 to draw your attention to which is the individual
 15 sustaining member section.
 16 As I just mentioned, we will have a
 17 discussion to consider a proposal to reinstate
 18 individual sustaining members as a category
 19 within the Federation. Irrespective of how --
 20 well, either way, if that proposal is adopted,
 21 then we will also need to add individual
 22 sustaining members to the bylaw listing the
 23 National Council composition. If we don't adopt
 24 that procedure, then we need to strike individual
 25 sustaining members from the definition section of

Page 83

1 number of months now between an AGM held in the
 2 first quarter and a later-in-the-year effective
 3 date, the Rules Committee and the board proposed
 4 changing the effective date to May 1st. I'm
 5 going to put that particular proposal on the
 6 floor first, and we'll ask for unanimous consent
 7 to change Bylaw 804, to adopt the May 1st
 8 effective date. And the reason we will do that
 9 first, hopefully, is so that all of the following
 10 changes that we make will become effective May
 11 1st of this year.
 12 So, at this point, I will ask if
 13 anyone has any questions before we start putting
 14 these on the floor and dealing with them.
 15 All right. Hearing none, why don't
 16 we start with Bylaw 804, as I described, which
 17 would amend our bylaws to create an effective
 18 date of May 1st for changes to the Federation's
 19 bylaws. Is there any discussion? Hearing --
 20 yes, sir?
 21 UNIDENTIFIED SPEAKER: Sunil just
 22 mentioned that we could have a summer meeting,
 23 and someone suggested yesterday, it had to be
 24 30 days after the meeting date, rather than
 25 May 1st. I don't know if you guys want to

Page 82

1 the packet. So depending on how the Section 232
 2 goes, I will draw our attention back to that when
 3 we get to the big packet.
 4 Next slide. Thank you. So here's a
 5 continuing list of expected changes in the
 6 comprehensive set.
 7 We can go to the last slide.
 8 No, it's -- it took more slides than
 9 I thought.
 10 I'll give everybody a moment to read
 11 through these. The last slide here is actually,
 12 the last bullet point here is actually where we
 13 will begin for purposes of consideration. The
 14 last bullet point highlights what would be a
 15 change to Bylaw 804, which is the effective date
 16 for changes to our bylaws. This is a good
 17 example of what was intended to be captured
 18 through this entire process.
 19 As President Gulati explained
 20 earlier, the Federation moved its Annual General
 21 Meeting a number of years ago from the summer,
 22 the first quarter of the year, but the effective
 23 date for bylaw changes remains in the bylaws as
 24 in the fall.
 25 So rather than have, you know, a

Page 84

1 consider that for this change, because if we do
 2 go to a summer meeting two years from now, then
 3 May 1st would be almost a year later.
 4 MR. BURKE: Here would be my
 5 recommendation for that. There was just a poll
 6 taken this morning about whether or not that will
 7 ever happen. If it does, we can revisit this
 8 bylaw, accordingly. So the first reason I would
 9 suggest that we not make a change like that,
 10 right now, is because it's assuming something
 11 that may or may not happen, and that we could
 12 address in the future.
 13 The second reason is having a hard
 14 date of, you know, May 1st, as opposed to a
 15 window, provides certainty each year for the
 16 Federation staff in promulgating bylaws to
 17 membership, and if there are fluctuations in the
 18 date, you know, whether it's 30 or 45 days, you
 19 could end up with some odd results.
 20 But I do appreciate that comment.
 21 Are there any other comments?
 22 Hearing none, I will call for a vote
 23 on the proposal to amend Bylaw 804 to move the
 24 effective date of May 1st. Would all in favor,
 25 please say aye? Any opposed? There's one for

Page 85

1 the record, but that is passed, so thank you.
 2 Next, we will move to Bylaw 213.
 3 This is a proposal to amend the bylaw governing
 4 the process for the state associations, changing
 5 the boundaries of the state associations, and
 6 changing and handling challenges to the status of
 7 the state associations. I think this slide
 8 that's before you has got an error on it.
 9 Bylaw 213 is the --
 10 (Chair conferring.)
 11 MR. BURKE: Oh, I'm sorry, I
 12 misunderstood. The parenthetical below Bylaw 213
 13 on the slide indicates that it was proposed by
 14 the board, as all of these proposals have been
 15 unanimously offered to you by the board.
 16 Is there any discussion on Bylaw 213?
 17 MR. FALCONE: First, put a motion to
 18 accept the bylaw amendment.
 19 MR. BURKE: To sever --
 20 MR. FALCONE: No, to first make a
 21 motion.
 22 MR. BURKE: -- to show it? I'm
 23 sorry. Could you say again?
 24 MR. FALCONE: Do we have a motion
 25 first to accept the bylaw amendment?

Page 87

1 MR. BURKE: So, we now have a motion
 2 to change the title. Is there a second? Is
 3 there a second for that motion?
 4 UNIDENTIFIED SPEAKER: Second.
 5 (Chair conferring.)
 6 MR. BURKE: I understand from the Board
 7 that there's consent to that proposal to change the
 8 title, so, unless there's objection, we will accept
 9 that change, and we can move on to the second
 10 proposed amendment.
 11 MR. FALCONE: Okay. The second
 12 amendment deals with Sections 13 and 14. I would
 13 like to recommend that that be a separate bylaw
 14 titled, Application to Replace or Change
 15 Boundaries of the State Association. Leave it to
 16 the Rules Committee for housekeeping as to the
 17 proper numbering of that bylaw.
 18 MR. BURKE: I'm sorry. Could you
 19 please say that again?
 20 MR. FALCONE: Sections 13 and 14.
 21 Have that as a separate bylaw, not included as
 22 213, whether it be 214, 213 A, whatever, however
 23 the Rules Committee sees proper to number it, but
 24 it would be titled, Application to Replace or
 25 Change Boundaries of the State Association. So

Page 86

1 MR. BURKE: I think it is on the
 2 floor.
 3 PARLIAMENTARIAN: The motion is
 4 automatic.
 5 MR. BURKE: The motion is on the
 6 floor having been proposed by the Board.
 7 MR. FALCONE: Anthony Falcone,
 8 Maryland Adult.
 9 I'm in favor of the amendment. I do
 10 have two minor amendments that I would like to
 11 propose. The essence of this bylaw has changed
 12 significantly, where now it's dealing with the
 13 complaint against a state association, but we
 14 still have the title. It says, Replacement or
 15 Changing the Borders of a State Association, and
 16 then the second amendment that I will propose
 17 will deal with that specifically with the last
 18 two sections.
 19 So the first amendment I would like
 20 to make is concerning the title that Bylaw 213
 21 permits, states Replacement or Changing Borders
 22 of a State Association, I'd like to change that
 23 to Complaint Against the State Association, since
 24 that is the essence of what the -- what this
 25 bylaw will do.

Page 88

1 the substance of those two sections remain the
 2 same. It would just be separated as a separate
 3 bylaw with the two sections.
 4 (Chair conferring.)
 5 MR. FALCONE: The point of rationale
 6 for that --
 7 MR. BURKE: Forgive me for
 8 interrupting, I've quickly consulted with the
 9 president, who is willing to accept just the
 10 division, because the substance of these
 11 proposals remain the same.
 12 MR. FALCONE: Nothing's changed.
 13 It's just the division. And the rationale is
 14 that under the complaint, there's four outcomes.
 15 MR. BURKE: Right.
 16 MR. FALCONE: It may not necessarily
 17 be replacement of a state association. I believe
 18 it would just be proper to have a separate bylaw,
 19 where there's -- which refers to replacement or
 20 change of the boundaries. It doesn't change the
 21 substance.
 22 MR. BURKE: Let me make sure I
 23 understand. You just want to divide these to be
 24 into two bylaws and to keep the substance the
 25 same?

Page 89

1 MR. FALCONE: Correct.
 2 MR. BURKE: I think we're fine to
 3 adopt that as, on a friendly basis. So do you
 4 have any other proposed amendments?
 5 MR. FALCONE: That's it. Thank you.
 6 PARLIAMENTARIAN MALAMUT: And the
 7 staff is authorized to renumber accordingly.
 8 MR. BURKE: Okay. Just to make this
 9 clear, can we have everyone vote to accept the
 10 two amendments as were just articulated? All in
 11 favor of those amendments, please say aye? Any
 12 opposed?
 13 (Motion passed.)
 14 MR. BURKE: Okay. Thank you.
 15 I don't know who was second in line,
 16 but the chair will recognize the gentleman in
 17 front of me.
 18 MR. MOORE: Thank you. Tom Moore,
 19 Cal North.
 20 Comments on Section 5. Section 5
 21 refers to the hearing panel, and I guess the
 22 question is whether or not we should add the
 23 words "shall appoint" a hearing panel of
 24 disinterested persons, or is the concept that a
 25 hearing panel would always be a disinterested

Page 91

1 that policy.
 2 MR. MOORE: That's fine. Thank you.
 3 MR. BURKE: Okay. Thank you.
 4 The chair recognizes the gentleman to
 5 my right.
 6 MR. BUSCH: Tim Busch, Washington
 7 State Soccer Association.
 8 We had the experience or we've had
 9 the experience of being challenged over the last
 10 couple of years and having the hearing and going
 11 through the process, and I would strongly
 12 encourage the body to approve the changes,
 13 because many of the features that came through
 14 the Adult Council, we had some input.
 15 The idea that the Federation has the
 16 opportunity to decide whether or not to move
 17 forward with the hearing is helpful, and also the
 18 cooling-off period, because effectively, right
 19 now, you can go through the hearing, get a
 20 determination from the hearing panel, from the
 21 Federation, and the intervenor can turn around
 22 and file another one. So I really appreciate the
 23 work on this and would encourage everyone to
 24 approve the changes.
 25 Thank you.

Page 90

1 person, so it's vetted somewhere else that we
 2 don't need to explicitly state it in the bylaw?
 3 MR. BURKE: The Rules Committee's
 4 view was it was not necessary to include that,
 5 because all hearings within the Federation are
 6 conducted in accordance with the hearing
 7 procedures established in Section 700, and those
 8 have an expectation of a disinterested hearing
 9 panel.
 10 MR. MOORE: Okay. And then the
 11 second comment, which could belong in 5, or
 12 perhaps 6 or 7, and that is, there's no
 13 specification of a location for this particular
 14 hearing. Should we add something along the lines
 15 that it should occur in the state association
 16 involved or at some mutually agreeable location?
 17 MR. BURKE: That is certainly a
 18 policy consideration. If there were, if you had
 19 an amendment, we could put it before the group,
 20 or we could take that subject back to the Rules
 21 Committee for -- or actually, I should say the --
 22 this bylaw change, 213, as you saw it on the
 23 slide, contemplates the future adoption of a
 24 companion policy, and I think it's likely that
 25 this concern will be addressed and resolved in

Page 92

1 MR. BURKE: Thank you.
 2 Are there any further comments on
 3 this proposal as amended? Hearing none, we'll
 4 move to have a vote on Bylaw 213, as twice
 5 amended. Will all those in favor please say aye?
 6 Any opposed? Thank you. It's adopted.
 7 Now, we will move to Bylaw 232. This
 8 addresses the reinstatement of the category of
 9 individual sustaining members as a category
 10 within the Federation. It contemplates that
 11 fan organizations, affiliated with the
 12 Federation, would have the opportunity to have a
 13 voice within the Federation at this National
 14 Council.
 15 The proposal caps the potential
 16 voting strength of the fan organizations at six
 17 votes. As you have heard earlier today, in this
 18 council meeting, there's 1,134 votes so, it would
 19 be a small, a small voting power, within this
 20 organization, but we know from attending national
 21 team games, that our fans have lungs.
 22 The proposal is now on the floor, and
 23 the chair recognizes the gentleman from Florida,
 24 correct?
 25 MR. MOORE: Cal North.

Page 93

1 MR. BURKE: Call North, my apologies.
 2 MR. MOORE: The other coast, no
 3 problem? We all are warm, right?
 4 So I don't have any particular strong
 5 feelings one way or another. This might be a
 6 reasonable idea. There is, however, some degree
 7 of lack of clarity in the actual wording here.
 8 It's not clear, for example, whether this is to
 9 represent one fan organization, or could there be
 10 ten fan organizations, each of which could grow
 11 enough to get six votes? So it's that lack of
 12 clarity that I think needs some reworking in the
 13 wording.
 14 MR. BURKE: Okay, yeah.
 15 MR. FIKE: So the intent is that this
 16 will be only the U.S. Soccer's fan organizations,
 17 individual sustaining members. So it will be
 18 individuals that will, you know, be part of U.S.
 19 Soccer's membership program, as an individual,
 20 and part of that will be, they will be individual
 21 sustaining members. So it's not, multiple
 22 organizations can't belong to this. It's one,
 23 only one fan club.
 24 MR. MOORE: It's a single fan
 25 organization.

Page 95

1 know that there are some important things in our
 2 game, good fields, good referees, and if we're
 3 going to open up this category of fans, why are
 4 we not giving the referees the same kind of voice
 5 in the national organization? Thank you.
 6 MR. BURKE: Thank you for your
 7 comment. Are there any other comments?
 8 PRESIDENT GULATI: Yes?
 9 MR. BURKE: Yes, sir?
 10 MR. HOLDEN: Stue Holden,
 11 representing the Athletes Council.
 12 We talked about this yesterday when
 13 it was presented to us, and as athletes that have
 14 represented our country, the fans, we feel, are
 15 the heartbeat, and they give us voice at the
 16 stadiums. They support us. They have been there
 17 throughout, and we only think it's fair that we
 18 support that they have a voice in the future of
 19 our game, so we are fully in favor of this
 20 amendment.
 21 MR. BURKE: Thank you, Mr. Holden.
 22 Hearing no further discussion, we
 23 will move to a vote on Bylaw 232.
 24 Would all those in favor please say
 25 aye? Any opposed? The bylaw is enacted. Thank

Page 94

1 MR. FIKE: Yeah, exactly.
 2 MR. MOORE: That might need to be
 3 exclusively stated.
 4 MR. FIKE: So I don't think it
 5 mentions fan organizations specifically anywhere
 6 in the bylaw amendments. It's in the rationale,
 7 but it is not specifically in the actual
 8 amendment, so.
 9 MR. MOORE: Right. So, that was a
 10 bit unclear.
 11 Secondly, the procedures for
 12 selection of those delegates probably is not
 13 something that belongs in the bylaws, but there's
 14 no reference to policies that would establish
 15 those processes.
 16 MR. BURKE: Presumably, this also
 17 could be a subject for a companion policy by the
 18 board, assuming the National Council adopts this
 19 proposal.
 20 MR. MOORE: Thank you.
 21 MR. BURKE: Thank you. Are there any
 22 other comments or discussion on Bylaw 232?
 23 MR. SADOWSKI: Yes, Jim Sadowski,
 24 Metro D.C. Virginia.
 25 I'm in favor of this proposal, but I

Page 96

1 you.
 2 Now we'll move to Bylaw 401. This is
 3 the proposal to change the bylaw governing
 4 officers in several respects. As I mentioned
 5 before, it changes and requires candidates for
 6 president and vice-president to declare their
 7 candidacies 60 days in advance of this meeting.
 8 It contemplates that the Nominating and
 9 Governance Committee will vet them, confirms that
 10 elections will be held by secret ballot, and
 11 includes a term limitation. The board's proposal
 12 for the term limitation would be a total service
 13 time of 16 years on the board and a maximum of
 14 three terms, as president.
 15 I will put Bylaw 401 as proposed by
 16 the Board of Directors on the floor for
 17 discussion. Is there any discussion?
 18 I'm sorry, if -- the Bylaw 401 is on
 19 the floor -- so if someone wishes to propose an
 20 amendment, this would be the time.
 21 MR. COLLINS: I would propose an
 22 amendment.
 23 MR. BURKE: Okay. Why don't we turn
 24 to the next slide. Mr. Collins has an amendment,
 25 and I would ask him to describe his amendment to

Page 97

1 the National Council.
 2 MR. COLLINS: Hi, John Collins.
 3 Member of the Board of Directors.
 4 I strongly support term limits, and I
 5 think it's a wonderful addition to the bylaws.
 6 There is a slight philosophical question where we
 7 come out on it. The recommendation from the
 8 board was 12 years, which I supported, in that I
 9 preferred it to there being no term limits.
 10 Personally, I thought though, that limiting the
 11 term of the president and vice-president to two
 12 terms instead of potentially three terms was
 13 better for the health of the organization as a
 14 whole.
 15 And I recognize that the concern
 16 about having three or having a shorter period of
 17 time is that you risk the chance of losing or not
 18 having somebody really good for a longer period
 19 of time.
 20 And I happen to view the downside of
 21 what happens to the organization if you had that
 22 longer one, because the flip side of potentially
 23 losing a good person or not having a good person
 24 for the extra four years is that there's a
 25 chilling effect or less developing of potential

Page 99

1 fill those positions by having a shorter term.
 2 The other side is people worry that
 3 we're going to lose it. It's a perfectly fair
 4 debate. People can differ on which they prefer.
 5 I just wanted to bring it to this
 6 body to get the input of all the people out in
 7 this part of the room, because this really isn't
 8 the motion or the thought about up there, it's
 9 the thought about out here, and everybody, what
 10 they want to do and how to do it for the
 11 organization.
 12 So I'm open to any suggestions and
 13 will appreciate whatever, any input you have. So
 14 that's all I have. Thanks.
 15 MR. BURKE: Thank you, Mr. Collins.
 16 So we have a floor amendment to Bylaw
 17 Proposal 401 which would change the term limit to
 18 two terms for the president, vice president --
 19 MR. NUNEZ: Excuse me.
 20 MR. BURKE: Yes, sir.
 21 MR. NUNEZ: If I may just react to
 22 John's proposal, I have a lot of respect for John
 23 and certainly enjoyed my time with him on the
 24 board.
 25 I will say he raises a good point

Page 98

1 new leaders in the organization. You run the
 2 risk of having really qualified people that get
 3 concerned that they may not have an opportunity.
 4 And so we lose people, and think, Oh, there's a
 5 president there, or there's a vice-president
 6 there, and these organizations, the incumbent
 7 tends to stay for a period of time, and there's a
 8 very good power of incumbency, and there's
 9 nothing wrong with that.
 10 But what happens is when we have
 11 these longer terms is we have people that get
 12 discouraged or think, well, they're there, it's
 13 not going to be there, and there's a window of
 14 time where we lose potential people to serve in
 15 that position. And we need to develop more
 16 leaders. We need to be more inclusive and more
 17 diverse. And we need new people coming in all
 18 the time. And having a shorter term limit, we
 19 would start developing those new leaders faster,
 20 which would also then percolate throughout all
 21 the other organizations, because people that are
 22 aspiring for positions would know that there's
 23 pathways and be able to get those. And so I err
 24 on the side of, let's be more inclusive to have
 25 more development so we're developing people to

Page 100

1 with respect to making sure that we open the
 2 doors to new generations of leadership, of
 3 personally, I have been affected and impacted by
 4 term limits. So I have a love-hate relationship
 5 with term limits, because on the one hand, it
 6 offered me the opportunity to become the youngest
 7 speaker in California history, but at the same
 8 time, it pushed me out of office six years later.
 9 So I appreciate term limits, and I know opening
 10 the doors to new generations is important, but
 11 this is a proposal that the board unanimously --
 12 well, not unanimously obviously, put forward
 13 after careful thought and consideration.
 14 Two years of deliberation,
 15 conversations around what is in the best interest
 16 of the future of the sport, and I think that at
 17 the end of the day, really, what's before us, the
 18 three-year term for the president and
 19 vice-president. I think it's important, and
 20 certainly, it is not a folks at the top of the
 21 food chain dictating to everyone else. This is
 22 really -- was really a collective effort and a
 23 well thought-out process.
 24 And so I would just say, you know,
 25 with all due respect to John, that this is a

Page 101

1 proposal that at the end of the day allows for
 2 the type of continuity and leadership that is
 3 necessary to take U.S. Soccer to the next level.
 4 So, thanks.
 5 MR. BURKE: Thank you for those
 6 comments.
 7 Further discussion on the proposed
 8 amendment?
 9 MR. PINORI: Hi, this is Peter Pinori
 10 from Eastern New York.
 11 First of all, I would like to say
 12 thank you to the board, and Sunil, for actually
 13 putting the amendments on the board and
 14 explaining before we did the vote. I think some
 15 of us take the time to read the book and be
 16 prepared, but some of us maybe don't. So I do
 17 appreciate that.
 18 I also agree with Mr. Fabian. We
 19 never had term limits. Never. So somebody could
 20 have been on the board forever. Now we have a
 21 change. And the board proposed, I guess,
 22 unanimously without for one person, proposed a
 23 three-year, three term limits, and I think if the
 24 board believes in that, I think, we should all
 25 follow. That's what my position is.

Page 103

1 but the fact that there will be an election held
 2 should be taken into account.
 3 MR. BURKE: Thank you.
 4 Further discussion on the proposed
 5 amendment?
 6 MR. YASA: Samir Yasa, from Indiana.
 7 I think John eloquently put it
 8 yesterday to us when he was explaining the number
 9 of years. Could you go back into your number of
 10 16 to 32, or that probably would make a different
 11 impact on what people know the actual number of
 12 years a member could be on the board.
 13 MR. BURKE: Thank you.
 14 Any further discussion?
 15 MR. COLLINS: Paul, should I answer
 16 the question?
 17 MR. BURKE: Oh, yeah, I'm sorry.
 18 Please do.
 19 MR. COLLINS: Yes, I would be happy
 20 to do that.
 21 First, though, I would like to note
 22 that the statement that this organization has not
 23 had a term limit is not correct. There was a
 24 two-term limit for presidents, and that was
 25 eliminated in the bylaws in 1998 and ironically

Page 102

1 MR. BURKE: Thank you. Any further
 2 discussion on the proposed amendment?
 3 MR. KEPNER: Yes. This is Bob
 4 Kepner.
 5 I have been before the body, speaking
 6 in this capacity for a long time. I think it's
 7 important for all of us to take into
 8 consideration the fact that just because there
 9 are two-term limit, three-term limit, five-term
 10 limit, whatever that case may be, there's going
 11 to be an election once every four years, and as a
 12 result, if an individual has served in a
 13 meritorious fashion, served the organization
 14 well, then that person probably, possibly, could
 15 be reelected, but there's no absolute given to
 16 that.
 17 This does not limit, in any fashion,
 18 strong new leaders from stepping forward and
 19 contesting in an election.
 20 We should not assume that just
 21 because there's a two term, three term, whatever
 22 it might be, that they end up, the incumbent,
 23 will necessarily be reelected.
 24 I grant you that the incumbency has
 25 its distinct value and gives its weight as well,

Page 104

1 in this room.
 2 With respect to the term limits on
 3 this, there is a -- if you read the full
 4 proposals, there's a 16-year term limit for being
 5 on the Board of Directors, and then there's an
 6 independent term limit for how long you can be an
 7 officer. And you can be an officer for 16 years,
 8 so -- and that doesn't count. So you could be on
 9 the Board of Directors, first for 16 years, and
 10 then get elected an officer and be on another 16,
 11 so you could be 32 years.
 12 In addition to that, years of service
 13 as an athlete don't count. So potentially
 14 someone could be anywhere for however long they
 15 would be there as an athlete, which is their
 16 playing career, plus 10 years, and then they
 17 could do 16 years, and then they could do 16 more
 18 as an officer.
 19 So all this proposal does is say that
 20 you can still serve on this board for a very long
 21 time, but it would simply be in the position of a
 22 president or a vice-president, you could only
 23 have that one position for two terms is what my
 24 proposal would be. The other would be for three
 25 terms, which actually creates the oddity where

Page 105

1 you could be in one position longer than you were
 2 in the other, as opposed to a lot of
 3 organizations that have it where it's a natural
 4 progression, of course. Again, there's no right
 5 answer, it's what people think is best, and I
 6 defer to whatever the body decides.
 7 MR. BURKE: Thank you, Mr. Collins.
 8 Any further discussion on the
 9 proposed amendment?
 10 You faked me out, I thought you were
 11 going for the microphone. All right. Hearing no
 12 further discussion, we will call for the vote.
 13 This is the proposal to amend the main proposal
 14 which requires a majority vote. We'll start with
 15 a voice vote. All in favor of Mr. Collins'
 16 proposed amendment, please say aye; opposed?
 17 I'm going to, as the chair, call for
 18 division, which means we'll have our first vote
 19 of the day on the voting devices. So if you will
 20 get them into your hands, and then we will have a
 21 vote.
 22 Are our tech people ready? All
 23 right. We have the thumbs up. So the voting is
 24 now open. So please register your vote.
 25 MR. KEPNER: The voting will begin

Page 107

1 Any discussion on this proposal?
 2 Hearing none, I will move to a vote on Bylaw 413.
 3 All in favor, please say aye? Any opposed?
 4 Bylaw 413 is also enacted.
 5 Next, we will take Bylaws 531 and
 6 532. These we have pulled from the comprehensive
 7 packet, because the hope is the comprehensive
 8 packet can be adopted by consensus. During
 9 discussions yesterday, there was some indication
 10 that there was not a consensus with respect to
 11 these provisions. So we will present this
 12 proposal, Bylaw 531 and 532, for consideration
 13 independently and for a decision by the National
 14 Council. So this proposal is now on the floor.
 15 Is there any discussion?
 16 The chair recognizes the gentleman on
 17 my right.
 18 MR. WEISS: I'm Andy Weiss from
 19 Massachusetts.
 20 There are currently about 145,000
 21 referees in the country, other than a few hundred
 22 national referees that are under the direct
 23 supervision of the national office or
 24 Professional Referee Association. All of them
 25 serve the needs of the state associations, and

Page 106

1 now.
 2 MR. BURKE: There you go.
 3 (Votes being cast.)
 4 MR. KEPNER: Voting will close in
 5 five seconds. The time will show on the screen.
 6 MR. BURKE: Okay. The proposal
 7 fails; 568 votes were required for passage, and
 8 the amendment has failed. So now we're back to
 9 the main motion.
 10 Any further discussion on the main
 11 motion? Hearing none, let's move to a vote on
 12 the proposal for Bylaw 401. All in favor, please
 13 say aye; any opposed?
 14 And it is enacted. Thank you.
 15 The next bylaw proposal for
 16 consideration by the National Council would be
 17 Bylaw 413, which, as we described earlier,
 18 contains a number of almost mirroring provisions
 19 for the Board of Directors, term limits for board
 20 members, for independent directors on the board.
 21 And as I mentioned before, there's one update
 22 from the materials circulated before the National
 23 Council meeting, and that is to clarify that
 24 under Section 1 (d) that the past president will
 25 be limited to a six-year term beginning in 2022.

Page 108

1 the way these collectives are written, that may
 2 go away, and I believe that the fundamental tenet
 3 to require referees to register through the State
 4 Referee Administrator should stay as a bylaw.
 5 MR. BURKE: Thank you.
 6 I can represent to this body that it
 7 was not the intent for this change, for this
 8 proposal, to change how referees are registered,
 9 but I appreciate the comment.
 10 Any further discussion on this
 11 proposal?
 12 MR. GUTHRIE: Dave Guthrie, out of
 13 Indiana.
 14 I would speak against the proposal,
 15 and the way it's written. There is wisdom in the
 16 way it's currently written in that it requires a
 17 two-thirds majority to make such a substantive
 18 change to the way in which referees are
 19 registered. And to complement my friend's
 20 comments as well is that most of these referees
 21 serve the state associations. So, for that
 22 reason, I wouldn't want to see the threshold
 23 lowered to 51 percent, or just to a policy. So I
 24 speak against the motion.
 25 MR. BURKE: And to be clear, your

Page 109

1 comment is, I think, premised on the difference
 2 to how policies are changed versus bylaws; is
 3 that correct?
 4 MR. GUTHRIE: That's correct. I
 5 think there's wisdom in leaving it with a
 6 two-thirds majority.
 7 MR. BURKE: Thank you.
 8 Further discussion of this bylaw
 9 proposal? Hearing none, we will conduct a vote.
 10 All in favor of adopting Bylaws 531 and 532, as
 11 proposed, please say aye; opposed?
 12 We'll also call for a division here.
 13 So I will yield the floor for a vote and please
 14 cast an electronic vote when indicated.
 15 MR. KEPNER: Voting begins now.
 16 (Votes being cast.)
 17 MR. KEPNER: Voting will close in
 18 5 seconds.
 19 MR. BURKE: Okay. The proposal
 20 fails. It requires a two-thirds vote, so the yes
 21 vote here was 58. So the proposal fails, and
 22 Bylaws 531 and 532 will remain as they now exist.
 23 So I think that vote just validated
 24 the process that we had yesterday in seeking
 25 comments and pulling this particular provision

Page 111

1 Thank you. They're adopted.
 2 And thank you to everyone for your
 3 careful review of the bylaws this year.
 4 (Applause.)
 5 PRESIDENT GULATI: Thanks very much,
 6 Paul, not only for today, but your terrific work
 7 over the last 18 months. And for John Collins
 8 and Lisa Levine and Greg Fike, who led this
 9 process, as well as some outside folks, and to
 10 the board and all of you for your patience
 11 through the period when you got these and today.
 12 Let's take a quick look at a video.
 13 Paul has gotten us back on schedule, which is
 14 good, which means we will get you out before
 15 lunch. This is a video of everyone in the room,
 16 so to speak, other than Turney.
 17 (Video shown.)
 18 (Applause.)
 19 PRESIDENT GULATI: So a couple more
 20 pieces of information. First, next year's Annual
 21 General Meeting in a cold weather location, will
 22 be in Orlando, February 8th to 11, Orlando at a
 23 Disney property, Feb 8th to 11.
 24 Next, July 5 to 9 of this year, in
 25 Kissimmee, Florida, staying near Orlando, I

Page 110

1 out of the larger packet. So thank you for the
 2 comments yesterday, because we would not have
 3 wanted concerns about a proposal like this one to
 4 weigh down the larger group proposal.
 5 And that's our final item of
 6 business, as we have the comprehensive packet,
 7 that, for consideration by the board. Yes, sir?
 8 (Chair conferring.)
 9 MR. BURKE: Oh, yes. We have already
 10 voted on 804 for the effective date, so that is
 11 no longer part of this packet.
 12 The other housekeeping, as we
 13 mentioned before, this packet now needs to add to
 14 Bylaw 302 1(a) the existence of the individual
 15 sustaining members as being part of the National
 16 Council now.
 17 So I trust that those two amendments
 18 are acceptable. If there's any objection,
 19 hearing none? We will consider the final packet
 20 as amended, as I just described.
 21 Is there any discussion? Hearing
 22 none, I will call for a vote on the large
 23 comprehensive packet with multiple amendments.
 24 Will all of those in favor, please say aye? Any
 25 opposed?

Page 112

1 guess, we have the World Power Soccer Tournament,
 2 the World Cup for Power Soccer. We have a quick
 3 video that we want to show you of that.
 4 (Video shown.)
 5 (Applause.)
 6 PRESIDENT GULATI: Terrific. We wish
 7 our team the best of luck in that tournament.
 8 Next, a ceremony that's a little
 9 different than we've had in the past. We have a
 10 new live member today, but we also have six live
 11 members sitting in the front row, and we want to
 12 honor them, as we will now, every year, when we
 13 have this ceremony, with a ring for your
 14 dedication and service to the organization, in
 15 addition to being named honorary members or life
 16 members. We will do that over here. It will
 17 just take a couple of minutes and then give them
 18 the appropriate due and then finish up with a
 19 couple other items.
 20 So if we can get all life members,
 21 Mr. Trapikas included, and the six of you
 22 gentlemen in front as well, come on up front.
 23 UNIDENTIFIED SPEAKER: Down here for
 24 a minute.
 25 (Applause.)

Page 113

1 PRESIDENT GULATI: First, Dr. Robert
 2 Contiguglia, Past President of U.S. Soccer.
 3 (Applause.)
 4 PRESIDENT GULATI: Burton Haimes,
 5 board member for many years, Past Chairman of
 6 AYSO.
 7 (Applause.)
 8 PRESIDENT GULATI: Reverend Hank
 9 Steinbrecher, General Secretary for many years.
 10 (Applause.)
 11 PRESIDENT GULATI: Franco Borroni,
 12 many years board member, USASA chairman.
 13 (Applause.)
 14 PRESIDENT GULATI: Francisco Marcos,
 15 founder of USISL, USL, and board member for many
 16 years.
 17 (Applause.)
 18 PRESIDENT GULATI: Gerhard Mengel,
 19 Fricker Award Winner, one of our early Fricker
 20 Award Winners, member for many years.
 21 (Applause.)
 22 PRESIDENT GULATI: Darl Rose, many
 23 years leader in Youth Soccer and on our board for
 24 many years.
 25 (Applause.)

Page 115

1 (Applause.)
 2 PRESIDENT GULATI: Alec Papadakis,
 3 who is not here, President of the USL, has been a
 4 Pro representative for the last couple years,
 5 could not make the meeting, but thank you, Alec.
 6 Cindy Cone, many years on our board,
 7 as she --
 8 (Applause.)
 9 PRESIDENT GULATI: -- and sometimes
 10 you really don't need an introduction, because
 11 everyone knows who you are -- world champion,
 12 Olympic champion, on our board for many years,
 13 and as she reminded the board yesterday, you will
 14 hear from Cindy tonight, at the Fricker Award
 15 dinner, was brought into the Athletes Council for
 16 a meeting at age 17. And I'm not going to say
 17 she never left, but she's been involved in our
 18 programs for a long time. Cindy, we will miss
 19 you, but not that much, because we will keep you
 20 involved, as we talked about.
 21 Jeff Agoos, who is not here. And
 22 Jeff was chairman of the Athletes Council. And
 23 at our board meeting yesterday, he talked about
 24 how long he's been in the game, and I asked him
 25 when he had first put on a national team jersey,

Page 114

1 PRESIDENT GULATI: And our newest
 2 life member, Bruno Trapikas, who has many, many
 3 years, and on our board for many years, leader.
 4 (Applause.)
 5 PRESIDENT GULATI: Think about that
 6 diversity issue as we take this picture. A group
 7 photo.
 8 Can we have one more applause for
 9 these gentlemen, please?
 10 (Applause.)
 11 (Standing ovation.)
 12 PRESIDENT GULATI: Okay. Thank you.
 13 We are at the end of our meeting. So
 14 we are at the Good of the Game, and I'm going to
 15 break tradition and go first rather than last on
 16 the Good of the Game. I may go last as well, but
 17 first. We have five board members who are
 18 serving their last Congress, and I want to
 19 recognize them. Four of them -- three of them
 20 are here. It turns out a couple are not here.
 21 And let me do that. We have Arthur Mattson from
 22 USASA, who is at his last meeting. We want to
 23 thank Arthur for his service to the game for many
 24 years, but certainly to our board over the last
 25 couple of years. So thank you, Arthur.

Page 116

1 and it was at age 15 in 1983. And I knew Jeff at
 2 the time, I knew his parents, and he has served
 3 in every capacity in the game, five-time MLS
 4 champion, World Cup player, works at MLS now,
 5 follows in a terrific tradition of Mary Harvey to
 6 Peter Vermes to Jon McCullough to Jeff as chairs
 7 of the Athlete Council. And he's done terrific
 8 work and been involved for so long. So -- and
 9 Jeff, unfortunately, is ill; if you see him at
 10 the pool later, that means he's better, but he is
 11 really ill. Jeff would never miss a meeting or a
 12 game or a practice session unless he was really
 13 sick, so we hope he's better.
 14 And certainly not least but last, my
 15 good friend, Fabian Nunez, who was one of our
 16 first independent directors, our only set that we
 17 had at the beginning. And as I mentioned at the
 18 board meeting yesterday, Fabian and I met at a
 19 soccer game. And literally, as I remember it, he
 20 had a lot of other things going on in his life.
 21 He was a speaker of the California General
 22 Assembly. And for those that don't follow
 23 California politics, it's a pretty big deal. And
 24 as he mentioned, he was the youngest member. And
 25 talked to him on the way out and said would you

Page 117

1 -- and it was at a soccer game -- would you like
 2 to think about -- and it didn't take him between
 3 then and when we got to the car, and he said
 4 yeah, let me know a little bit more, but I would
 5 love to be involved.
 6 He has been a great advocate for the
 7 game, in so many ways, for those nine years, and
 8 we will certainly miss him, but find a way to
 9 keep him involved, and he's become a great
 10 friend, and we spent some time in U.S. games and
 11 some time in Brazil and a few other places. So,
 12 Fabian, we will miss you, hard to replace, but
 13 wish you the very best of luck.
 14 So, all five of you, thank you very
 15 much for your service.
 16 (Applause.)
 17 PRESIDENT GULATI: And we will
 18 obviously have some new board members. We'll
 19 have some elections. The athletes will be
 20 electing two new members in the next month.
 21 There will be an at-large election in the next
 22 month. The Pros have made a decision, Steve
 23 Malik, who owns the teams in North Carolina, on
 24 the Women's side and the NASL, will be joining
 25 the board. And who else am I missing? And,

Page 119

1 that's one thing, I wanted to do.
 2 Also as many of you know, Sal is not
 3 around with us, he had a very difficult year, Sal
 4 Rapaglia, from Eastern New York, and to make
 5 things, matter worse, a couple of days ago, his
 6 brother passed away. So we keep them in our
 7 prayers.
 8 And that's enough about bad news.
 9 Now some good news is that, Number 1,
 10 I wanted to congratulate either Dan or Linda for
 11 putting Caitlin Carducci in charge of the
 12 meeting, just the name Carducci would be great,
 13 but she did an excellent job in communicating,
 14 and I want to make sure that --
 15 (Applause.)
 16 MR. PINORI: -- and if you did have
 17 any questions, which, as many of you know, I do
 18 have many, she does get back to you right away.
 19 So I wanted to say thank you for that.
 20 Lastly, I wanted to say thank you to
 21 the board and Sunil for bringing us back to
 22 Hawaii. Now I was not asked but told that I
 23 cannot request Hawaii any more by our illustrious
 24 leader. So since we changed the meeting, at
 25 least, that's what I understand, to the

Page 118

1 Rich, Rich Moeller is -- Rich, where are you?
 2 Rich was elected yesterday to our board on behalf
 3 of USASA. So, Rich, welcome.
 4 (Applause.)
 5 PRESIDENT GULATI: I think that's
 6 everyone.
 7 We have one other election? No,
 8 those are all the elections, and the athletes got
 9 theirs, yeah.
 10 Okay. So I will stop there, and now
 11 take -- we'll start with the floor and then end
 12 with the board.
 13 Good of the Game. Any comments?
 14 Lunch ain't coming until noon, and
 15 the doors are locked. So hang in there.
 16 MR. PINORI: Peter Pinori, Eastern
 17 New York.
 18 As probably many of you in this room
 19 know, this would be the time that a great friend
 20 of ours, Rocco Amoroso, would get up and make his
 21 little speech about sportsmanship. I am not
 22 going to do that, because I am not going to be
 23 able or capable of doing anything like that, but
 24 I wanted to just come up and have his name at
 25 least put in the book for one last time. So

Page 120

1 summertime, a great place to go would be Alaska.
 2 So, just to let you know.
 3 (Applause.)
 4 PRESIDENT GULATI: Peter, these
 5 things are all voting machines for you; for me,
 6 they are a laser.
 7 Thank you for that, Peter.
 8 Greg first, then...
 9 MR. GRIFFITH: Hi, Greg Griffith from
 10 Georgia.
 11 Just wanted to mention, Sunil
 12 mentioned that Atlanta United is starting our
 13 first game Sunday. We did sell out the Georgia
 14 Tech Stadium, 55,000 seats.
 15 (Applause.)
 16 MR. GRIFFITH: We've sold over 30,000
 17 season tickets, and we will start in what will be
 18 one of the nicest stadiums in the world, Mercedes
 19 Benz stadium, on July 30th, and we hope to sell
 20 out that with over 70,000 seats. So we're really
 21 excited about soccer.
 22 MR. REGRUIT: Curt Regruit, New York
 23 State West, Youth Soccer.
 24 I wanted to thank the Federation.
 25 Many of us asked for, a long time, for

Page 121

1 opportunities to, for the Federation to give us
 2 resources that we could use to help the
 3 grass-roots side of the game. The \$3 million
 4 grant money you've made available in the budget
 5 is a great thing, and I wanted to thank the
 6 Federation for making that commitment.
 7 (Applause.)
 8 PRESIDENT GULATI: Just to clarify
 9 that was not \$3 million per association, right?
 10 I want to make sure.
 11 MR. REGRUIT: One last thing, Sunil.
 12 I couldn't help but notice, I get teased when I
 13 come to these meetings about my penchant for
 14 asking questions, and I couldn't help notice that
 15 today, my assigned seat was about as far away
 16 from the microphone as it could be. Is that an
 17 implied message, will I be -- it obviously didn't
 18 work.
 19 PRESIDENT GULATI: No, it's not an
 20 implied message. It's a message. Get back to
 21 your seat.
 22 (Laughter.)
 23 MR. EJLALI: Darius Ejlali, North
 24 Carolina Soccer.
 25 I would like to thank Mr. Bob Kepner

Page 123

1 introduce our program. We have got a deaf men's
 2 national team and a deaf women's national team
 3 that we oversee. We have a similar four-year
 4 calendar to the National programs; Deaf World
 5 Cup, Deaf Olympics, and the Deaf Pan American
 6 Games are big events.
 7 Most recently in 2016, the women won
 8 the Deaf World Cup in Italy, and our men's team
 9 got knocked out in the quarter-finals to Germany,
 10 which was a good result for that program.
 11 Deaf Olympics has been around since
 12 1920s. So it's a sport with a lot of history,
 13 and we've tried to really ramp up the program in
 14 terms of identifying players, all across the
 15 various regions, levels, and age groups.
 16 But we're a product of the successes
 17 of U.S. Soccer, as a whole. Everyone from the
 18 youth programs, adult club, college, PDL,
 19 semipro, Professional, and even the national team
 20 have played a role in our program. We've got the
 21 men's coaches, Dave Kunitz with the Colorado
 22 Storm, and our women's coaches are former Women's
 23 National Team players Amy Griffin and Joy
 24 Fawcett, and they have done a tremendous job of
 25 really elevating the program to new heights and

Page 122

1 for the years and years of service he's given to
 2 North Carolina Soccer in both the youth and the
 3 adult. This past year, he has stepped down as
 4 serving as our president, so I would like to say
 5 thank you to Mr. Kepner.
 6 (Applause.)
 7 PRESIDENT GULATI: Trip?
 8 MR. NEIL: I would like to take a
 9 moment to introduce myself. I'm Trip Neil,
 10 president of the USA Deaf Soccer Association.
 11 I'm also the men's captain on the Men's Deaf
 12 National Team.
 13 I just want to say I am thankful and
 14 honored to become part of the U.S. Soccer family,
 15 in particular, a select few of you guys who have
 16 really made a difference in getting us to this
 17 place.
 18 Dan and Sunil, thank you, as well as
 19 John Collins, Carlos, Greg Fike, Eli Wolf, has
 20 been instrumental as well, even Linda Cardenas, I
 21 don't know if she's around or not, but she's been
 22 very helpful. Oh, there she is, I couldn't see
 23 her. So I just wanted to take a moment to thank
 24 you for that as well.
 25 Give you a brief moment just to

Page 124

1 awareness.
 2 So lastly, I would just say, I'm
 3 proud to serve as president of USA Deaf Soccer
 4 Association and also proud to serve as a member
 5 of U.S. Soccer. Thank you.
 6 (Applause.)
 7 PRESIDENT GULATI: Peter and then --
 8 go ahead.
 9 MR. ARNEAUD: Good day to all. I
 10 look at the population that we have in this
 11 country, and I'm a little dissatisfied for the
 12 Good of the Game, where we've come to. And I
 13 hope, after talking to Sunil, my boss, my friend,
 14 that for the Good of the Game, we all look at the
 15 complete dynamics of the game and introduce back
 16 into the sport the missing pieces, when you look
 17 around, on the board level, in the entire
 18 audience, on the playing field. We are missing
 19 the ethnic groups. Let's get them back for the
 20 Good of the Game.
 21 (Applause.)
 22 PRESIDENT GULATI: Thank you.
 23 MR. DOYLE: Frank Doyle, the Hawaii
 24 Soccer Association.
 25 I would like to shout out a thanks to

Page 125

1 our president who's leaving us, Donna Foust.
 2 Donna has been with us for almost 20 years, and
 3 during that time, we have seen our membership
 4 grow, but we've also gotten at least three new
 5 leagues started during that time frame. Donna
 6 has served just tirelessly, and shown a lot of
 7 compassion for everybody, including those people
 8 who she serves on the Cerebral Palsy of Hawaii.
 9 And she's just been a great person for us over
 10 the many, many years.
 11 Thank you, Donna.
 12 (Applause.)
 13 PRESIDENT GULATI: Kep.
 14 MR. KEPNER: Bob Kepner.
 15 While I was up there preparing to
 16 present the Credentials Report, I acknowledged
 17 Siri Mullinax, who was not among the athletes
 18 here on the floor, to stand up. But there's
 19 another among us, and that's Cindy Parlow Cone.
 20 And I said about Siri that she had been inducted
 21 some time ago into the North Carolina Soccer Hall
 22 of Fame. Cindy was inducted into the North
 23 Carolina Soccer Hall of Fame just a little over a
 24 month ago. There's something about Cindy that I
 25 think is important to understand. Not only was

Page 127

1 national team, but they are a true inspiration.
 2 They represent our country. They're going for a
 3 third straight World Cup. So if you are down in
 4 Kissimmee, please come down and see us. If you
 5 have youth players, bring them down, they will be
 6 inspired as well.
 7 Thank you very much, and I appreciate
 8 it.
 9 (Applause.)
 10 PRESIDENT GULATI: Anybody from the
 11 board? Chris.
 12 MR. AHRENS: Thanks, Sunil.
 13 On top of talking about Jeff and
 14 Cindy and their contributions and there's not
 15 much more I can say, because it's been an honor
 16 to serve with them, and they have represented the
 17 Federation so well. I need to mention our
 18 athletes that are timing out from our council.
 19 We're all aware of what our athletes accomplish
 20 on the field, but this group of people have been
 21 dedicated to the game and have led the Athlete
 22 Council. And for myself, coming from a smaller
 23 program like the Paralympic program, we wouldn't
 24 be where we are today without them leading the
 25 way.

Page 126

1 she a great player in Carolina, UNC, and Chapel
 2 Hill, but, obviously, for the National Women's
 3 Team as well, and then a great professional
 4 player, but it was because of her dedication now
 5 to working with young ladies who are growing and
 6 learning the game, not only in the United States,
 7 but also all over the world. So it was for a
 8 multitude of reasons that Cindy was inducted, and
 9 I congratulate her for that.
 10 (Applause.)
 11 MR. RUSSO: Good morning. Sunil,
 12 members of the board, and staff, as well as U.S.
 13 Soccer, and all my colleagues, I'm Dominic Russo,
 14 and I'm the president of the United States Power
 15 Soccer Association.
 16 And I am proud to be able to
 17 represent those fine athletes. And I want to
 18 thank Sunil and the staff for actually showing
 19 the video to give everyone an idea of exactly
 20 what these athletes do, because there's a lot of
 21 people probably scratching their heads, saying
 22 how the heck do you play soccer in a power
 23 wheelchair? Well, that's it, and that really
 24 doesn't do it justice. And those players may not
 25 be on the men's national team or the women's

Page 128

1 So Tiffany, Siri, Cindy, Jeff, from
 2 the bottom of my heart, thank you. And we'll
 3 keep the movement going. And Cobi Jones. How
 4 did I forget Cobi Jones?
 5 (Applause.)
 6 PRESIDENT GULATI: Cobi, just for the
 7 record, he didn't forget you, he just didn't want
 8 to thank you. That was the issue there.
 9 Okay. So I get the final word, I
 10 guess. I'm sorry, John. I'm going to let John
 11 go first because he usually wants the final word,
 12 so we'll let him go now.
 13 MR. COLLINS: Sunil, no one ever gets
 14 the final word when you are involved. First, I
 15 want to say thank you to the board members who
 16 are leaving. They have done great work, and I've
 17 enjoyed working with them.
 18 I wanted to also note, Dominic got up
 19 and spoke about Power Soccer. It's a huge
 20 endeavor that this organization is trying to take
 21 on. It's a very small organization that has
 22 brought on a pretty significant financial
 23 commitment that it wants to do, and they still
 24 need to raise a couple hundred thousand dollars,
 25 and he didn't mention it, but I will.

Page 129

1 They had a CrowdRise account, and
 2 they're trying to raise it. They have a program
 3 of asking for \$20.17, because it's the 2017 World
 4 Cup. And anything you or your organizations
 5 could do to promote that CrowdRise, so people
 6 could help donate, so they could pull off what
 7 would be a spectacular event would be greatly
 8 appreciated.

9 And then lastly, I just have a quick
 10 housecleaning -- the At-Large Committee meeting,
 11 if we could meet 20 minutes after this meeting is
 12 over, so you can get out in the day a lot
 13 earlier, in the same room. Thanks, bye.

14 (Applause.)

15 PRESIDENT GULATI: So, a few thank
 16 yous, and a couple of last comments. First,
 17 thank you to our state associations here in
 18 Hawaii for creating the island, I guess, to start
 19 with, and the weather and your hospitality.

20 Thank you, certainly, to Dan, and
 21 everyone that works with Dan and for Dan and
 22 around Dan and makes Dan and others look good.
 23 And you don't know all of them. Some of you
 24 recognize Caitlin, and she's done a terrific job,
 25 but so have a number of other people, not just

Page 131

1 organization will be better, and we'll achieve
 2 even greater heights than where we are today.
 3 And I think we should all be very, very proud of
 4 where we are today and even prouder in a year, a
 5 decade.

6 So, enjoy the last day or, in some
 7 cases, few days that you are here. We will see
 8 you tonight at the dinner. And thank you-all for
 9 everything you do in the sport, every day of the
 10 week. Thank you.

11 Meeting is adjourned.
 12 (Adjourned at 10:50 a.m.)

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Page 130

1 for today, and not just for this AGM, but in many
 2 ways. So thank you to the staff and
 3 administration of U.S. Soccer in a very big way
 4 from me.

5 And lastly, you have heard from a lot
 6 of different people today, and we've seen a video
 7 on Power Soccer, and you have seen Ashlyn in
 8 Liberia, and heard from people who have
 9 represented us in the Olympics, as well as the
 10 Paralympics and Power Soccer and Derek's
 11 comments.

12 And it's a time in the country where
 13 I guess we're trying to figure out what we're all
 14 about, every day, but I think we need to go out
 15 of our way to A) appreciate where we are in the
 16 sport and everything you do, and I want to thank
 17 you-all for that.

18 But we also need to go out of our
 19 way, as a sport, as an organization, to be open,
 20 in every possible way, welcoming in every
 21 possible way, to those that are around us
 22 day-to-day, and those that we don't see very
 23 often.

24 And I think if we can all live by
 25 that motto, the sport will be better, our

Page 132

1 REPORTER'S CERTIFICATE
 2
 3 I, DEBRA K. RESLING, RMR, and Certified
 4 Realtime Reporter appointed to take the meetings of
 5 the U.S. Soccer Federation, do certify that the
 6 within proceedings of the Annual General Meeting were
 7 taken by me stenographically in Wailea, Hawaii, on
 8 March 4, 2017 then reduced to typewritten form
 9 consisting of 132 pages herein; that the foregoing is
 10 a true transcript of the proceedings had.

11
12
13 In witness hereof I have hereunto set my hand
 14 this 23rd day of March, 2017.

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19 My commission expires February 28, 2021
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23
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25

Debra K. Resling, CSR, CRR, RMR
 Registered Merit Reporter
 and Notary Public.
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 Colorado Springs, CO 80905