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PROCEEDINGS

UNITED STATES SOCCER FEDERATION
NATIONAL COUNCIL MEETING

Marriott Renaissance at SeaWorld
Orlando, Florida

February 10, 2018
8:00 a.m. - 12:20 p.m.

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(Commencing at 8:00 a.m.)

PRESIDENT GULATI: Ladies and gentlemen if you could grab your seats, please, we are about to get started.

Thank you. Welcome to Orlando for the Annual General Meeting of U.S. Soccer.

Before we get started, if we could take a Moment of Silence for members of our sport and community that we've lost over the last year. If you'd stand and please take a Moment of Silence.

(Moment of Silence.)

PRESIDENT GULATI: Thank you.

Next is the Pledge of Allegiance and video. Mr. Steinbrecher, if you would come forward to lead us.

We're going to be going up and down a lot today. There's a little fitness work that's needed here. Hank.

MR. STEINBRECHER: Please join me in honoring our country.

(Pledge of Allegiance recited.)

MR. STEINBRECHER: Thank you.

PRESIDENT GULATI: We are on to an important part of the meeting, which is the

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1 report of the Credentials Committee and roll call
 2 and so on. And to do that, we will have
 3 Mr. Kepner, who has done this for 20 years for
 4 us, an honorable man from the state of North
 5 Carolina, a good friend for many years, and he's
 6 on his way up. I know of few people who have the
 7 integrity level of Mr. Kepner.
 8 So, Bob, thanks again for doing this.
 9 We appreciate it. Look forward to doing it for
 10 another 20.
 11 MR. KEPNER: Thank you. Yes, Dan
 12 Flynn just said, New hip? Yes. So next time I'm
 13 before you, if that happens, you can say
 14 hip-hip-hooray.
 15 Anyway, welcome to Orlando. This is
 16 always an awesome occasion because you look
 17 around and see each other here. We do this once
 18 a year, and it's just an exciting event. We all
 19 share the good feelings, the various meetings,
 20 the interactions, and it's just an outstanding
 21 event for years and years and years.
 22 So, indeed, my job is to present the
 23 report of the Credentials Committee, and this
 24 year, we've really given a lot more time to it
 25 than we ever have in the past, for obvious

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1 registered -- I will pause a moment because these
 2 have all been verified and checked -- and then we
 3 obviously have the commissioners as well: six for
 4 the Youth Council, four from USYS, one from U.S.
 5 Club, and one from AYSO. So the total Youth
 6 Council count is 313.
 7 In our methodology, I will refer back
 8 to that number toward the end of the report.
 9 Next slide. The Adult Council is
 10 next. Same with USASA. Now, different with the
 11 Adult Council than from the Youth Council. There
 12 is only one national organization that is part of
 13 the Adult Council, so that's why everything there
 14 appears under USASA. Both the state associations
 15 and the affiliates. They are all members of
 16 USASA.
 17 But the Adult Council does also have
 18 six commissioners, and they reflect there, so the
 19 total number of Adult Council votes, delegates,
 20 is 196, so I will refer back to that number later
 21 as well.
 22 Next slide. Next slide.
 23 There we go. Professional Council
 24 composed of four different leagues, MSL, NWSL,
 25 USL, and North American Soccer League, and we

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1 reasons. We're under close scrutiny. A very
 2 exciting time. So we really started two months
 3 ago, we started in December, and we worked all
 4 the way through meeting, after meeting, and we
 5 have it down, we feel, very accurate and in good
 6 shape.
 7 So we'll go ahead with the slides.
 8 So the 2018 Credentials Committee Report, all of
 9 us know, I'm confident, except the newest of the
 10 new, that we are composed of four different
 11 councils. We are the Youth Council, the Adult
 12 Council, the Pro Council, the Athlete Council.
 13 Then we have other important persons, NBOD,
 14 various organizations, and you will see that.
 15 And this report is going to show those
 16 organizations.
 17 We used to actually call out
 18 roll. Now, we use a slide presentation
 19 to do that.
 20 So we'll go with the Youth Council
 21 first, and the Youth Council is composed of
 22 USYSA, AYSO, and U.S. Club.
 23 You can see each organization has a
 24 certain number of votes, delegates, so to speak,
 25 in accordance with the number of players

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1 have the number of delegates. As you can see,
 2 these are individual people, actually, so 16. I
 3 will refer back to that number.
 4 Next slide. And then the Athlete
 5 Council. I'm very pleased that we have so many
 6 athletes here today. We actually were, had
 7 gotten up to 14 or 15, and then various things
 8 occurred, but 12 is just an outstanding number,
 9 and it has an important impact on the
 10 organization in terms of the running of the
 11 meeting, and so it's very exciting that we have
 12 12 here.
 13 Next slide.
 14 Then the other members. I said that
 15 at the beginning, the other organizations that
 16 are affiliated with U.S. Soccer, and you can see
 17 them all. There's one representative from each:
 18 Other Affiliates, National Associations, National
 19 Affiliates, Associate Members, Disabled Service
 20 Organizations, Sustaining Members, total of 15.
 21 Next slide.
 22 And then we have the important set of
 23 persons, the Life Members. And we have with us
 24 today seven. Thank you for attending.
 25 Next slide.

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1 The Board of Directors. There are
 2 actually more members of the Board of Directors
 3 than 12, but three of those members are athletes,
 4 and they chose, they had the right to do this, to
 5 vote with the athletes in the Athlete Council.
 6 So that's why their names are not shown here.
 7 And then we have two very important
 8 persons, Bob Contiguglia, Past President, and
 9 Alan Rothenberg, Past President, for a total of
 10 12 Board of Directors persons, and two past
 11 presidents.
 12 Next slide.
 13 Now, all of this mix goes together,
 14 and I'm sure those of you who have been around a
 15 long time understand how it works. The three
 16 councils, the Youth Council, the Adult Council,
 17 and the Pro Council, all have the equal weight,
 18 equal representation in our voting structure.
 19 Now, the largest of the councils, if
 20 you think back to the first slide, was the Youth
 21 Council, 313. It's not really 313 people, per
 22 se, because a state association will have five
 23 votes, or another one will have three, so, and
 24 one person could represent those, but, in theory,
 25 that's 313 people, but certainly 313 votes, 196,

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1 we have to then calculate, because the athletes,
 2 by federal law, must carry no less than
 3 20 percent of the total possible vote. So we
 4 have to calculate this.
 5 And many years ago, John Collins, who
 6 is up here on the stage, the dais, and I,
 7 calculated how to figure that out. It's really
 8 very simple mathematically, but you figure that
 9 out, and the 244, the Athlete Council
 10 representation portion must be no less than
 11 20 percent of the total vote. So the other
 12 amount is everybody else, and the total amount of
 13 votes here today is 1,219, with the simple
 14 majority being 610, and two-thirds majority is
 15 813.
 16 And it's important to understand
 17 those two numbers, the 610 and the 813. Those
 18 would become applicable if everybody in the room
 19 voted, and many votes, you don't get that, but --
 20 so the simple majority would be something else in
 21 real life.
 22 Okay. Next slide.
 23 Now all of us know that we're going
 24 to use a keypad, an electronic system. All of
 25 those multipliers, and the keypads have been put

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1 all of those numbers on the left, you already saw
 2 already.
 3 Now, the governing number for us is
 4 the Youth Council. That's the council with the
 5 greatest number of delegates/votes. The Adult
 6 Council and the Pro Council must be equal in
 7 strength in our voting structure. And so we use
 8 a multiplier, and you can see the multipliers on
 9 the far right. So every one of the Youth Council
 10 votes clearly is simply multiplied by 1.00. For
 11 the Adult Council, each one of them is multiplied
 12 by 1.60, 1.60 times 196 equals 313, and then for
 13 the Pro Council, there are 16 members.
 14 Multiplied by the multiplier of 19.56, and you
 15 have 313.
 16 It's disappeared. Well, I know it by
 17 heart, so... that's for sure.
 18 So then we have the other members.
 19 We will take them into account next, and I will
 20 skip the Athlete Council.
 21 The other members, 36, each have the
 22 one, a multiplier of one as well.
 23 If you really add all of those, the
 24 313 times three, that's 939 plus 36 is 975. That
 25 number can represent -- now, the Athlete Council

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1 into here. They're sitting in a computer, and
 2 then, obviously, Wi-Fi and all of that, the
 3 weighting for each individual keypad, and there's
 4 a record of that.
 5 So voting on the bylaws and the
 6 elections and anything else that might come up,
 7 we'll use the keypads. Voting is live when the
 8 question appears on the screen. For bylaws, all
 9 you have to do is select 1 for yes, and 2 for no.
 10 And you can change your vote until
 11 the clock strikes zero, simply by selecting your
 12 new choice, this will overwrite your previous
 13 vote.
 14 Now, over on the side, the keypad
 15 vendor and I will be sitting looking at a screen.
 16 There are 507 total keypads. So I'm going to be
 17 looking on that screen to see how we're coming
 18 along. I have no idea what the results are. I
 19 just know how many keypads have been pushed, and
 20 when we stop, it's either 507, or something else,
 21 because somebody decided not to vote, just the
 22 briefest moment, it stops, and then I will start
 23 counting, and you will see up on the screen a
 24 count down of 5, 4, 2 -- 5, 4, 3, 2, 1, 0, and I
 25 will be saying "Stop." Skipped a number --

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1 sorry -- and then we'll display the results.
 2 Next slide.
 3 Okay. So we always like to practice,
 4 and we're going to ask you to practice now. What
 5 is your favorite winter Olympic sport?
 6 Now, let me just say, I know soccer
 7 is not a winter sport, so we know that it's
 8 probably the case that there's some confusion
 9 about what bobsledding and curling and figure
 10 skating activities are, so there are members of
 11 the Board of Directors who have volunteered to
 12 demonstrate by doing some of these things today.
 13 So bobsled, Sunil has agreed to
 14 demonstrate bobsledding. Carlos is demonstrating
 15 curling, and Dan Flynn is going to represent us
 16 in figure skating.
 17 Okay. Go ahead and vote. And you
 18 are voting 1 through 8, your favorite Olympic
 19 winter sport.
 20 Okay. Let's see what the vote came
 21 out to be. Okay. So -- and that, by the way,
 22 you have a clear demonstration of how it's,
 23 remember weighted voting, and so the favorite
 24 sport is 20.8, so that is curling -- oh, no,
 25 hockey, Number 4, I see it down there. I

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1 Federation website since December. They include
 2 procedures for handling multiple rounds of
 3 balloting, speaking times, and caucusing. If
 4 there's no objection for voting procedures, they
 5 are hereby adopted.
 6 Mr. Segal?
 7 We're not planning to turn that on.
 8 MR. SEGAL: Thank you, Sunil.
 9 PRESIDENT GULATI: You understand.
 10 MR. SEGAL: As I previously indicated
 11 to the Federation, the NASL has a couple of
 12 objections. One, on the number of delegates that
 13 are allocated amongst the Pro Council. Two, a
 14 request that conflicts of interest amongst the
 15 members of the Credentials Committee be
 16 disclosed. And, three, that the caucus time be
 17 extended to 25 minutes between rounds. Thank
 18 you.
 19 PRESIDENT GULATI: I am advised by
 20 the Parliamentarian that items 1 and 2 are not in
 21 order at this time. The only thing that would be
 22 in order is the request for a change in the
 23 caucus time.
 24 If the group is amenable to changing
 25 the caucus time to 25 minutes -- is the group

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1 couldn't see it. Very good.
 2 We have another practice question,
 3 one in which there are two options. Have you
 4 ever attended a Winter Olympic event? 1 is yes.
 5 2 is no. Vote, please.
 6 Let's see the results. Ah -- no, not
 7 surprising.
 8 Okay. My final comment, and I want
 9 to say thank you for giving me the opportunity to
 10 serve in this role. I wanted to give credit to
 11 the folks who have done -- who have worked very
 12 hard in terms of preparing for this Credentials
 13 Committee report and all of the activities, and
 14 those are the members of the Credentials
 15 Committee meeting, Committee, Kathy Zolad, Siri
 16 Mullinex, Dimitrios Efstathiou, and Tony Falcone.
 17 These folks have just worked endlessly to your
 18 benefit. And also the members of the staff,
 19 Caitlin Carducci, Lydia Wahlke, Greg Fike, and
 20 Eric Gleason. So thank you very much to all of
 21 them, and have a great meeting.
 22 (Applause.)
 23 PRESIDENT GULATI: So I am told that,
 24 by our Parliamentarian, following, electronic
 25 keypad voting procedures were posted at the

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1 amenable to that? Let's just try it with a show
 2 of hands; if you are amendable to extending the
 3 time to 25 minutes, please raise your hands.
 4 Okay. We're going to need to do this
 5 electronically, because we've got weighted votes.
 6 So, it will be a yes or no.
 7 MR. DES BORDES: How much time is it
 8 now?
 9 UNIDENTIFIED SPEAKER: Ten minutes.
 10 PRESIDENT GULATI: Wait a second.
 11 THE PARLIAMENTARIAN: There is an
 12 objection, he's made it; it's not acceptable by
 13 general consent. That means someone has to make
 14 a motion to adopt those procedures --
 15 PRESIDENT GULATI: Okay.
 16 THE PARLIAMENTARIAN: It's
 17 undebatable, unamendable --
 18 PRESIDENT GULATI: So hang on, on the
 19 scoreboard here. He's made a suggestion which is
 20 not amenable to the group by a show of hands. So
 21 we need a motion now to adopt what's on here, and
 22 then if someone wants to recommend --
 23 THE PARLIAMENTARIAN: It's
 24 unamendable --
 25 PRESIDENT GULATI: This is

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1 unamendable.
 2 THE PARLIAMENTARIAN: It takes a
 3 special rule.
 4 PRESIDENT GULATI: Peter --
 5 Mr. Pinori?
 6 MR. PINORI: I just have a question.
 7 UNIDENTIFIED SPEAKER: Mic.
 8 PRESIDENT GULATI: No, they will turn
 9 it on.
 10 MR. PINORI: Just a question. You
 11 said to change it to 25. From what to what, just
 12 so I understand?
 13 PRESIDENT GULATI: 10 to 25.
 14 MR. PINORI: From 10 to 25. Okay.
 15 Thank you.
 16 PRESIDENT GULATI: Let me ask just
 17 this -- let's just make this simple. Would the
 18 group be more amenable to 15 minutes? All those
 19 that would be amenable to a 15-minute break
 20 between, please raise your hands. And we have
 21 Pro and Athlete hands in that group. So I think
 22 that carries pretty strongly. We will make the
 23 break in between rounds of voting 15 minutes.
 24 Thank you.
 25 So that's approved. Thank you.

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1 fan council could stand, please.
 2 (Applause.)
 3 PRESIDENT GULATI: And they didn't
 4 have to pay to buy the tickets.
 5 As I always do, anyone that is, let's
 6 go with 35, if you have been at 35 or more Annual
 7 General Meetings, please stand. And we can do
 8 the math for you, if you need to, 35 or more
 9 general meetings, 1, 2, 3, 4, 5, 6, 7, 8, 9, 10;
 10 Dr. Bob makes 11 -- about 15. Thank you, folks.
 11 (Applause.)
 12 PRESIDENT GULATI: Those people that
 13 are here for their first annual meeting. First
 14 annual meeting, please stand. At least seven of
 15 the candidates.
 16 (Applause.)
 17 PRESIDENT GULATI: Welcome. So
 18 demographic change, far more new people than
 19 35-year veterans.
 20 We have with us, two past presidents, and
 21 we only have three living past presidents, and two
 22 past presidents, and I would like them to stand, Alan
 23 Rothenberg and Dr. Bob Contiguglia.
 24 (Applause.)
 25 PRESIDENT GULATI: And we also have

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1 Okay. We are now on to Approval of
 2 the 2017 AGM minutes. Can I get a motion to
 3 approve the minutes from the 2017 Annual Meeting
 4 in, I remind you, Hawaii, if anyone remembers.
 5 Can we get a motion?
 6 MR. EDWARDS: So move.
 7 PRESIDENT GULATI: Thank you,
 8 Mr. Edwards.
 9 Any objections? Okay. Those are
 10 approved unanimously. Thank you.
 11 Next, I want to acknowledge a few
 12 special guests, as we always do, and a few others
 13 that I want to acknowledge in a unique way today.
 14 First, as I always do, if we could have the life
 15 members stand, please, life members, and
 16 acknowledge them. Thank you.
 17 (Applause.)
 18 PRESIDENT GULATI: We have today, for
 19 the first time, a group joining us, and we
 20 believe it's the first federation in the world to
 21 have such a group in a voting capacity, and in
 22 terms of reaching out, and transparency, and so
 23 on, we have a fan council, and we have five
 24 members of the fan council here that are
 25 designated as voters. If the five members of our

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1 three General Secretaries, one only for six
 2 months, in my case, but two General Secretaries
 3 who have served us for close to 30 years,
 4 Mr. Hank Steinbrecher and Dan Flynn.
 5 (Applause.)
 6 PRESIDENT GULATI: And last, but not
 7 least, and maybe last but first, in many ways, if
 8 you have represented the United States in
 9 international competition, those are our National
 10 Team players, many of them are here, and a few,
 11 actually that are representing MLS today, I see,
 12 and a couple else elsewhere, please stand --
 13 Alan, you can't stand on this one. National Team
 14 players, please stand.
 15 (Applause.)
 16 PRESIDENT GULATI: Thank you-all.
 17 And we have so many other special
 18 people in the room, and some of them will get
 19 recognized at various points in comments I may
 20 make or others may make and certainly at the end
 21 when we talk about Good of the Game.
 22 We will next go to a video, if we can
 23 play that video. Thank you.
 24 (Video shown.)
 25 (Applause.)

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1 PRESIDENT GULATI: You no doubt saw
 2 some of your programs in that video.
 3 Next part of it is the Presidential
 4 Address.
 5 I'm going to take this in a couple of
 6 pieces and give part of my time to Ed
 7 Foster-Simeon in a minute. I want to read you a
 8 couple of things before I do that, and then I
 9 will come back and make some comments. First
 10 thing I wanted to read was the following: "I
 11 haven't read a speech in some 30-odd years,
 12 28 years, since high school graduation. I'm not
 13 going to start today."
 14 That was what I read 12 years ago,
 15 when I became president. So you can change 28 to
 16 40, and I haven't read a speech in 40 years, with
 17 one interruption. I read a speech, which I
 18 didn't want to, at our World Cup presentation in
 19 2010, because our team insisted that I read it,
 20 and rather than do it off the cuff, I therefore
 21 blamed them, since we didn't get the World Cup.
 22 So I'm not planning to read too much today.
 23 We're going to talk about a couple of
 24 things, show a little slide on one part of our
 25 presentation, and then come back and talk about a

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1 Thank you so much. I'm really happy to have the
 2 opportunity to address the body, and I just
 3 wanted to give a quick update on what we've been
 4 doing at the Foundation and then, actually, to
 5 ask for your help.
 6 So just as a background. The
 7 Foundation has invested well over \$100 million in
 8 the game, in all 50 states, programs, and
 9 facility development in all 50 states.
 10 Several years ago, we did a survey of
 11 the landscape and realized that the game has done
 12 phenomenally well in this country since the '94
 13 World Cup. The growth has been phenomenal at
 14 every level. But when we did that survey, we
 15 recognized that underserved communities had been
 16 left out of that growth. They had not
 17 participated in a way that we think is really
 18 important. And so we decided to focus our
 19 energy, our resources, and our efforts, on
 20 reaching children in underserved communities,
 21 providing access and opportunity for them to
 22 play.
 23 We developed curriculum and training
 24 for coaches that matches the needs of those
 25 communities, and we decided that we would learn

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1 few other things, about some of what's been going
 2 on, more importantly, some of where we want to
 3 take the Federation. We've got an election.
 4 So when I say "we," I'm talking about
 5 the collective "we," whether that's the board, or
 6 Defendants, as I like to call them these days,
 7 going forward, and we'll talk about some of those
 8 things.
 9 But before we get going to that, Ed
 10 Foster-Simeon, please come up and give us a
 11 little bit about the Foundation. As all of you
 12 know, the Foundation received the profits of
 13 World Cup '94, has done a tremendous job in so
 14 many different areas, has been a leader for many
 15 years. Alan Rothenberg is the one whose
 16 initiative led to the start of the Foundation;
 17 he's a life member. You will see some of the
 18 things the Foundation has been doing, many now in
 19 conjunction with U.S. Soccer and World Cup
 20 Organizing Committee bid. Ed is on the board of
 21 our World Cup Organizing Committee, and we look
 22 forward to doing many things together.
 23 Ed Foster-Simeon.
 24 (Applause.)
 25 MR. FOSTER-SIMEON: Thank you, Sunil.

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1 from those communities as we went forward.
 2 As a result of the efforts in the
 3 last couple of years, we, in December, announced
 4 some pretty ambitious goals for where we think we
 5 can go with this. We announced that we're going
 6 to reach one million children by 2026 in
 7 underserved communities. We're going to build
 8 one thousand play spaces in those communities
 9 around the country. And the way we're doing that
 10 is not just on the Foundation's limited
 11 resources, but by entering into public-private
 12 partnerships and educating others, funders, on
 13 the value of soccer in our society.
 14 Most recently, New York City
 15 partnered with us on building 50 mini-pitches in
 16 New York City over five years, and engaging
 17 10,000 children there just on those pitches.
 18 Chicago, working with Mayor Emanuel there,
 19 announced that they're building 50 pitches over
 20 five years. Target Corporation is investing to
 21 support 100 mini-pitches across the country.
 22 They invested \$6 million to do that. A big
 23 philanthropist in Chicago, Ken Griffith, invested
 24 \$3 million to support this work. So there's an
 25 appetite for reaching these communities, and

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1 there are resources available to support that
 2 work if we go about it in the right way.
 3 The story so far is we've engaged
 4 over 100,000 children in Soccer for Success
 5 programming in recent years. Our footprint is
 6 broad and national. We've trained, which is most
 7 important to me, 6,000 coach mentors in those
 8 communities, providing them with the training to
 9 not only deliver soccer programming, but also to
 10 provide mentorship and counsel to young people in
 11 those communities. And, of course, we're
 12 building on our long history of field development
 13 that has always been a part of the Foundation
 14 story.
 15 Soccer for Success is offered three
 16 days a week in underserved communities;
 17 90 minutes each engagement. The children get a
 18 trained coach. They play small-sided games after
 19 school, right in the neighborhoods where they
 20 live, because eliminating transportation and
 21 other barriers, we have found is part of the key
 22 to success in this work.
 23 Our mini-pitch program is
 24 transforming dead spaces in urban communities
 25 into play space, soccer play spaces,

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1 soccer-specific play spaces, putting them right
 2 on school yards, right where children are,
 3 creating access not just for our after-school
 4 programming, but opportunities for children to
 5 play and participate before school, during
 6 school, and after school.
 7 Why is this important? 15 million
 8 children in this country live in poverty. What
 9 does poverty mean? That's a family of four
 10 living on \$25,000 or less. There's not a lot of
 11 discretionary income to pay for the traditional
 12 modeling that has driven the growth of soccer in
 13 this country, so we have to find other solutions,
 14 and we have done that.
 15 Our demographics reflect the
 16 communities that we want to be in and note that
 17 90 percent of participants in soccer programming
 18 are on free and reduced school lunch. We are
 19 reaching the right kids. We need to reach more
 20 of those kids, and we need to reach them now.
 21 We need your help. We can't do this
 22 alone. We cannot do this alone. I invite you to
 23 join us at the Urban Soccer Symposium March 23rd
 24 to 25, where we bring in leaders from
 25 community-based organizations around the country,

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1 non-traditional partners, traditional partners,
 2 soccer associations, like Illinois Youth Soccer,
 3 Washington State Youth Soccer, Wisconsin Youth
 4 Soccer, Cal South, who have all come and engaged
 5 with the Foundation, engaged with nontraditional
 6 partners to explore ways to grow this game.
 7 Please join us. Please reach out to
 8 me at the Foundation directly, because I need
 9 your help, and I will be reaching out to all of
 10 you.
 11 Thank you very much.
 12 (Applause.)
 13 PRESIDENT GULATI: The -- not the
 14 irony, but the pleasure of hearing Ed make those
 15 remarks, while the former Secretary of Health and
 16 Human Services and president of the Clinton
 17 Foundation is sitting next to me, is quite
 18 interesting.
 19 So the only other things I wanted to
 20 read were from a couple of Annual General
 21 Meetings, as I mentioned earlier. So let me read
 22 you one from 1987. It's the first time I spoke
 23 at an Annual General Meeting, at least, at the
 24 microphone.
 25 "So, in terms of preparation for our

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1 teams, the most extensive we've ever been able to
 2 afford, the most extensive we've ever been able
 3 to plan for, doesn't mean anything. The dollars
 4 mean nothing. The preparation means nothing if
 5 there isn't a final product. And there's only
 6 one way to measure the final product at that
 7 level; success on the field.
 8 "So losing with three seconds to go
 9 because the ball hits the crossbar and bounces
 10 in, having a referee call a penalty, and losing
 11 3-2 to an overtime doesn't cut it, folks. We
 12 have all heard those excuses."
 13 That was 1987 in my comments about
 14 the national team program. October, 2018,
 15 fast-forward, was a little tricky on that basis.
 16 And then my comments in 2006, which
 17 resonate with me still and should resonate with
 18 all eight people that are seeking the office
 19 which I hold today: "As we start going forward,
 20 and I've chided Alan and Bob about this in the
 21 past, the progress that's been made in their
 22 administrations, which has been extraordinary,
 23 but I want to make it very clear, for the
 24 Federation financially, on the field, off the
 25 field, the situation we're in, the one I'm

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1 walking into, it's in extraordinary shape. We're
 2 going to try to improve on that, but what's been
 3 built, and I said this last year, by all of you
 4 that have been doing this for a long time in
 5 different ways, and I recognized last year that
 6 many people have been doing it for more than
 7 20 years and so on."
 8 So we're not starting from anywhere
 9 new today, when I started, when Alan started,
 10 when Dr. Bob started, and so on and so forth.
 11 And I never look at where we are by any measure
 12 as what's happened over the last 12 years. I
 13 look at it and I always have looked at it as kind
 14 of a before and after. You want to think of it
 15 as the modern history of the game. And that's --
 16 it's not an arbitrary point, but it happens to be
 17 mine, recognizing full well that a lot happened
 18 prior to the day I use as the start of that
 19 period. And the year that I kind of used as a
 20 start of that period is 1984, and the reason for
 21 that is we had the Olympic games in 1984. They
 22 were phenomenally successful, and they led to
 23 many other things.
 24 So we did a quick timeline of that
 25 period, just to give you a few of the highlights.

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1 PRESIDENT GULATI: In '90, we played
 2 in our first World Cup in 40 years.
 3 In '91, the men won the Gold Cup, and
 4 the women won the first World Championship in
 5 China.
 6 (Applause.)
 7 PRESIDENT GULATI: In '92 and '93, we
 8 hosted a unique event which became the model for
 9 FIFA, U.S. Cup '92, and U.S. Cup '93; in '93,
 10 with three former world champions, the U.S., and
 11 the preparation for '94. I don't need to talk
 12 about '94; thank you, Alan Rothenberg, an
 13 extraordinary successful event.
 14 (Applause.)
 15 PRESIDENT GULATI: And thank you,
 16 Scott Letellier, who wrote the business plan to
 17 get us the World Cup, and Werner Fricker, who
 18 made that happen. Where is Scott? You are here
 19 as well? Scott, thank you.
 20 (Applause.)
 21 PRESIDENT GULATI: In '95, we beat
 22 Argentina three-nothing in Paysandú, Alexie
 23 Lalas, and a bunch of college kids.
 24 '96, really big year. Women win the
 25 first Olympic medal in Women's Soccer.

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1 In '83, we played in our under --
 2 first Under-20 World Cup.
 3 In '84, we hosted the Olympic Games
 4 and had a very important election in New York.
 5 Werner Fricker was elected president. A guy
 6 named Chuck Blazer was elected vice-president.
 7 In '85, we went to our first Under-17
 8 World Cup.
 9 In '86, was the last time we watched
 10 a World Cup without being there. Unfortunately,
 11 we will be doing that again this summer, on the
 12 men's side. We didn't have a women's program and
 13 a Women's World Cup at that time.
 14 In 1987, we had a miraculous result,
 15 that Dan will remember, when we beat Canada
 16 3-to-2 in St. Louis, in front of 5000 people to
 17 get to the Olympics, after being down 2-nothing.
 18 It's also the year we started our bid for the
 19 World Cup.
 20 In 1988, we won the right to host the
 21 World Cup on July 4th and played in the Olympics.
 22 '89, Candidate Paul Caliguri, scored
 23 a phenomenal goal, and we qualified for the first
 24 World Cup in 39 years. Thank you, Paul.
 25 (Applause.)

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1 (Applause.)
 2 PRESIDENT GULATI: Major League
 3 Soccer starts. Eric Wynalda scores the first
 4 goal in the history of Major League Soccer.
 5 Thank you, Eric Wynaldo, wherever you are, Eric.
 6 (Applause.)
 7 PRESIDENT GULATI: And I got married.
 8 Thank you, Marcela Gulati.
 9 (Applause.)
 10 PRESIDENT GULATI: 1997. We
 11 qualified for our third consecutive World Cup.
 12 1998, we played in the World Cup.
 13 1999, I don't need to talk about the
 14 women win that extraordinary event on home soil,
 15 setting all sorts of records; Women's World Cup,
 16 USA, Marla Messing, if you are here, thank you.
 17 (Applause.)
 18 PRESIDENT GULATI: 2000 we lose in
 19 the Olympics in Sydney.
 20 2001 we qualified for the World Cup.
 21 2002, I don't need to talk about,
 22 because lots of you got up in the middle of the
 23 night to watch us play in Korea and get to the
 24 quarter-finals of the World Cup, and if, but for
 25 handball on line, we're playing in the World Cup

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1 semifinals, maybe, but not quite.
 2 2003. We host, on four or five
 3 months' notice, a World Cup, another World Cup
 4 for FIFA, one of the few countries in the world
 5 that could do it. SARS crisis in China, and they
 6 asked us to do it.
 7 2004, women get back on the medal
 8 stand. Gold medal game in Sydney, win the
 9 Olympic gold medal.
 10 2005, Sofia Gulati is born. That's
 11 an important benchmark for me.
 12 (Applause.)
 13 PRESIDENT GULATI: 2006 -- oh, in
 14 2005, the men also qualified for the World Cup.
 15 2006, we play in Germany. The only
 16 team that Italy didn't beat.
 17 2007, David Beckham joins Major
 18 League Soccer. Huge change for the league. He's
 19 now just last week announced that he has a team
 20 in Miami. Certainly made a big difference in the
 21 growth of the league.
 22 2008, the women win gold in China
 23 after a year disappointment previously, and it
 24 becomes in 2008, the Hope Solo and Carli Lloyd
 25 show.

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1 undefeated the Olympic Gold medal.
 2 2013, we qualify for another World
 3 Cup, seven straight. And the NWSL starts.
 4 Currently, the longest existing women's league
 5 we've ever had, and we're quite hopeful and quite
 6 optimistic that we're going to get a stable
 7 league for a long time into the future and a
 8 better and growing league.
 9 2014, the men play in Brazil.
 10 2015, the women win in Canada, back
 11 on the winner's stand in the World Cup.
 12 2016, we host the most successful
 13 Copa America in history. That's a big part of
 14 the reason we have that surplus that's often
 15 talked about.
 16 2017, we won the Gold Cup, and as far
 17 as I can remember, nothing else happened last
 18 year.
 19 2018, on June 13th, we win the World
 20 Cup bid for 2026.
 21 (Applause.)
 22 PRESIDENT GULATI: 2019, the women
 23 win gold in France.
 24 (Applause.)
 25 PRESIDENT GULATI: 2020, the men get

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1 Hope Solo, where are you? Thank you.
 2 (Applause.)
 3 PRESIDENT GULATI: 2009, the men
 4 qualify, and we start bidding for the 2010 World
 5 Cup. In 2010 and in 2009 we have that miraculous
 6 game where we beat the number one team in the
 7 world, Spain, and then lose unfortunately to
 8 Brazil in the final, 3-2, after being up
 9 2-nothing.
 10 In 2010, we play in the World Cup.
 11 That miraculous goal by Landon Donovan in injury
 12 time, and we also get the disappointment on
 13 December 2nd of not being awarded the World Cup.
 14 2011. In a game that seems fated,
 15 first, Abby Wambach scores a goal on an
 16 impossible situation. We're down a player
 17 against Brazil. Megan Rapinoe knocks a 60-yard
 18 ball across the field, and unfortunately, we lose
 19 in the final to Japan, and you will remember
 20 there had been a major crisis in Japan, so it
 21 seemed fated.
 22 2012. Amy Wambach says not this
 23 time. Scores in every game going into the final,
 24 and Carli Lloyd then does what she does in every
 25 final and scores. We beat Japan and win

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1 to the semifinals at the Tokyo Olympics and the
 2 women win gold.
 3 2021, the men qualify for Qatar. My
 4 daughter turns 16. She's not allowed to go
 5 anywhere near the Under-17 boys team, by the way.
 6 2022, the men play in Qatar.
 7 2023, the women win the World Cup in
 8 Australia.
 9 2024, the men and the women reach
 10 Olympic finals.
 11 2025, if it still exists, I start
 12 collecting Social Security.
 13 2026, I don't need to talk about. We
 14 host the World Cup, and ... and it's the "and" I
 15 want to talk a little bit about.
 16 When we started something called
 17 Project 2010, it started, because after the World
 18 Cup in '94, we were walking out of the stadium at
 19 the last press conference, Hank and Alan, and
 20 Alan turns to Hank and I, and then says, What's
 21 next?
 22 We're like, What do you mean, what's
 23 next? We just finished the World Cup. Can we
 24 get a half an hour off or something?
 25 He said, No. What's next?

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1 And we said, What do you want to be
2 next?
3 He said, I want to win the World Cup
4 in my lifetime.
5 And Hank looked at him and said,
6 Alan, I don't think you can play that well. I
7 don't think you're going to win the World Cup.
8 And he said, No, I want to win the
9 World Cup in my lifetime.
10 And I was a bit of a wise guy, and
11 said, How old are you now? And how much time do
12 we have?
13 So that became the thought process of
14 2010. Now, we didn't really think we were going
15 to win the World Cup in 2010, and some of you
16 have taken shots at us about that, but nobody
17 likes to finish second, and you don't start a
18 program -- and this program was initially
19 intended for three guys, they all lived in the
20 Northwest. They all worked at Nike. And we
21 needed to raise a lot of money. And we didn't
22 think going to Nike at that beginning or talking
23 about it with our board or the journalists, would
24 say, Let's go for silver. Their catch line is
25 not "just try to do it," and they bought into it.

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1 and it's not because I don't believe the
2 grassroots of referees or coaches or health and
3 safety or environment or stadiums or leagues are
4 important. They're all critically important.
5 But the way I look at this is if we're going to
6 find 11 men and 11 women good enough to win the
7 World Cup -- and with a few substitutes -- we're
8 not going to do that without millions of kids
9 playing at a higher level than they are now,
10 including in inner cities from diverse
11 neighborhoods.
12 So the analogy here is we're never
13 going to land somebody on Mars unless we've got a
14 really good physics program and millions of kids
15 that can read and do math and so on and so forth.
16 So all of the players that we talk
17 about, all of them, I mean Christian Pulisic said
18 it as well as anybody, Well, America's
19 development program... and Christian tweeted, we
20 didn't ask him to do it, he actually tweeted --
21 he goes, Yeah, I never learned anything until I
22 was 16 and came to Germany, and he was being
23 sarcastic, obviously. This is a kid from
24 Pennsylvania. And Mallory Pugh learned a lot
25 playing in Colorado, and Landon Donovan learned a

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1 And we had a huge new contract and funds that
2 were very important to the organization.
3 And then yesterday, when I read
4 DeAndre Yedlin's comments, a player for our
5 national team said, What happens now with the
6 national team? He goes, What do you mean what
7 happens? We're going to try to win the World
8 Cup. And somebody said, Well, you are not even
9 in this World Cup. He said, Right, but if we're
10 not trying to win the World Cup, why would I
11 bother playing?
12 So, in August, in August, we are in
13 the same situation as everyone else in the world
14 on that front, on the Men's side. And we're in
15 the same situation as everyone else on the
16 Women's side, except we happened to be ranked
17 one. Now, we are not at the level of Germany or
18 Brazil or Argentina, and anyone that thinks that
19 we are is kidding themselves today. Our players
20 are not at that level, and the rest of the
21 programs aren't. We have some things that are at
22 that level. So we have a lot of work to do.
23 But one of the things that is often
24 mentioned is that I talk a lot about national
25 teams, to the exclusion of so many other things,

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1 lot playing in Southern California, and the list
2 could go on.
3 Now we're not at the level we want to
4 be, but to think that we're not doing anything,
5 well, I think that's a bit much.
6 So, I think, I talk about the
7 national team program because it gives us a
8 benchmark. And if we're doing things well, it
9 shows up in that, and when we lose a big game
10 like we did against Trinidad, as I've said a
11 couple of times, all the things we did well were
12 the same the day after and before. All the
13 things that we need to do better at were the same
14 the day after and the day before. Our coaching
15 programs did not become worse by losing the game.
16 Our critical analysis of them clearly did. And
17 we have plenty of areas, and we talk about them,
18 and I look back at my comments from 2006, and
19 there were comments about player development,
20 referee development, coach development,
21 diversity, and the diversity and the players
22 here, and the leagues, and our fan groups, is
23 still a lot better than the rest of the room, and
24 then in most of our coaching programs and our
25 referee programs.

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1 So we've got to do a lot better
2 there.
3 But there's a lot to look forward to,
4 a lot to look forward to.
5 If we can put that World Cup video
6 on.
7 So this is what we have been spending
8 a lot of time on -- and what I'm going to be
9 spending 100 percent of my time on -- for the
10 last four months, because if we're able to get
11 the World Cup here, it gives us a target. But as
12 I've said, every time I talk about it, this is
13 not about for us. It's not about the 32-day
14 festival. It's about the eight years in between
15 and everything we can do with the World Cup to
16 build the game, to get cities to build inner city
17 fields, along with Ed, to get after-school
18 programs built, to get 4,000 season tickets for
19 an NWSL team, and that's how you get on the list
20 to buy tickets for the World Cup. Using the
21 leverage of the World Cup for all of the things
22 that we can do to build the game.
23 And the critical periods are between
24 now and June 13th, when we decide, when FIFA
25 decides whether we get it. June 13th to eight

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1 So let me just walk you through our
2 World Cup presentation very briefly.
3 A few things that are happening
4 coming up.
5 (Video shown.)
6 (Applause.)
7 PRESIDENT GULATI: 34 days before the
8 bid is due. 70,000 pages of contracts -- city
9 contracts, stadium contracts, airport
10 contracts -- that no sensible lawyer would allow
11 his mayor, city councilwoman, governor to sign,
12 but they're signing them. 123 days before the
13 decision is made in Moscow. We're hoping the
14 Mueller investigation doesn't mess anything up
15 there, at least until then, and then 3,045 days
16 until the tournament actually kicks off.
17 Here's the cornerstones of our bid,
18 absolutely, the cornerstones of our bid: The
19 unity between Canada, Mexico and the United
20 States, forget about walls, the certainty that a
21 World Cup in the United States can provide;
22 meaning we're not building stadiums, and every
23 week, you read about whether a stadium is going
24 to finish, whether it was in Brazil or South
25 Africa, or Qatar or Russia, whether an airport is

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1 years later. The 32 days. But the most
2 important one is what do we look like the day
3 after? What does the world look like in the
4 United States for men's and women's soccer the
5 day after?
6 And as I say often, registration
7 numbers in cities on the girls' side went up
8 dramatically after the Women's World Cup,
9 especially in those places where we had World Cup
10 games. We can show that with any kind of metric
11 study. Same on the men's side.
12 So a 23-million person commercial
13 with the Women's World Cup final, two summers
14 ago, is a lot more than we can do with any
15 grassroots program. Making heroes out of the
16 players that are in the NWSL, or MLS or anywhere
17 else is far more than we can do with a Play
18 Soccer campaign and whatever new way that people
19 absorb media or participate as fans or as
20 spectators are things we can't do, but we're all
21 part of that puzzle, because those players are in
22 your programs. They're watching a player that's
23 a professional showing up with a national team,
24 perhaps, buying a jersey from our sponsor and so
25 on and so forth.

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1 going to be done, absolute certainty that we can
2 provide FIFA. And they need some certainty right
3 now.
4 And they need some economic might,
5 and we can do that, and that's the opportunity
6 part. Opportunity for an expanded World Cup of
7 48 teams, 80 games, first time ever. Very few
8 countries in this world could host it on their
9 own. We could, but we've decided to partner with
10 countries north and south, for reasons, I think,
11 that should be obvious, but we have 60 out of 80
12 games. The opportunity that provides for FIFA in
13 the new way they want to operate the World Cup,
14 financially, sponsorship, marketing-wise, in the
15 three countries that have hosted many events --
16 we have hosted three World Cups. Mexico has
17 hosted two senior World Cups, the only ones to
18 host two in the last 30 years, and Canada
19 hosted a phenomenal event in the Women's World
20 Cup, as well as Youth World Cups in all three
21 countries.
22 So that is the real point. United as
23 one means, really, as one. It's not a
24 U.S.-dominated World Cup.
25 What we represent in terms of

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1 opportunity -- we don't need to read all of
 2 that -- infrastructure in a country like the
 3 United States is there. We could play in one of
 4 50 stadiums. We could have an international
 5 broadcast center in 50 cities. We could do the
 6 opening draw probably in 100 places because every
 7 city has got a convention center. We're the only
 8 ones in the world that have those sorts of
 9 facilities. And that's not due to anything any
 10 of us have done. We can thank America for what
 11 it is, the NFL for what it is, in terms of
 12 stadiums.

13 And those are the four pieces that we
 14 will talk just briefly, about the event, the
 15 games, the fans, and then what it means for the
 16 rest of the world.

17 So the event. 60 games in the U.S.,
 18 probably 10 to 12 cities, two to three cities in
 19 Canada, three cities in Mexico.

20 26 candidate host cities all across
 21 the U.S., and those cities in Canada, and all the
 22 iconic and the big cities that you would expect.

23 The best stadia in the world. If we
 24 talked about this hemisphere, we probably have
 25 got, in this group, 26 of the top 28 stadiums

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1 but because we've got so many cities, we can
 2 group them. And fans are important. Because
 3 fans don't move in the same way as players, and
 4 for fans, it's expensive, and there's tens of
 5 thousands of fans, not 50 players, that are
 6 moving.

7 So it's important that if someone is
 8 coming to watch Brazil or France or Argentina or
 9 Slovenia, or whoever it is, that they are able to
 10 get to games, move quickly, move inexpensively,
 11 move safely, throughout the country.

12 A lot more than 26 participants will
 13 be part of this in terms of venues. Training
 14 sites across the country, and we've got guys that
 15 have played in the World Cup sitting here with us
 16 and women who have played in the World Cup. The
 17 men's side is a little bit different, because of
 18 the movement; facilities, whether its colleges,
 19 or pro teams, or smaller stadiums, or USL teams
 20 or, whatever it might be, and base camps and
 21 training facilities.

22 That's what it looks like in terms of
 23 we can provide 25 airports. I mean just numbers
 24 that are beyond belief. Qatar has one airport.
 25 The World Cup is in Qatar. Now, that's going to

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1 that we could possibly have in the hemisphere,
 2 including a bunch that aren't in our bid in the
 3 United States that wanted to be. And some of you
 4 have been to these stadiums, and our national
 5 teams have played in a bunch of these stadiums,
 6 both in the United States, and in Mexico and
 7 Canada.

8 Incredibly interesting places for fan
 9 festivals where millions of people can
 10 participate that can't get to games. But, by the
 11 way, we can get far more millions into the games
 12 than anywhere else in the world because of the
 13 size of our stadia. But imagine a fan festival
 14 with 750,000 people at Central Park in New York.
 15 We call that a small gathering for a weekend, or
 16 in any of those places, those iconic places,
 17 Miami Beach, or anywhere else. And a lot of the
 18 people that vote have been to these sorts of
 19 places, and they would like to come again, if
 20 they are allowed, if there aren't any visa issues
 21 and so on.

22 A match schedule, which is one of the
 23 issues that comes up with a World Cup that's so
 24 spread out, a match schedule that puts players
 25 and fans first. Travel for players, obviously,

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1 be a little bit of a different challenge than we
 2 have when we have Newark, LaGuardia, and JFK and
 3 another half a dozen such airports within two
 4 hours.

5 That's our board. You will recognize
 6 a number of people on there that are on the U.S.
 7 Soccer board. I think there's five of them, your
 8 Vice-President, Dr. Shalala, Don Garber, Dan
 9 Flynn, Ed Foster-Simeon, who you met early;
 10 Victor Montagliani, who you will meet tonight,
 11 the President of the Canadian Federation, the
 12 President and General Secretary of the Canadian
 13 Federation; as well as the President and General
 14 Secretary of the Mexican Federation; Carlos
 15 Bocanegra, a member of our board; and Julie
 16 Foudy, a former national team player, and Bob
 17 Kraft, who is chairman of, the honorary chairman
 18 of the bid committee and, obviously, the owner of
 19 the New England Patriots. And then three groups
 20 under them, operating in each of the three
 21 countries, and separate bid committees, that come
 22 through some -- through a legal construct that I
 23 have no idea why it's set up that way.

24 And then the staff, the key people
 25 that are working every day on this -- that's the

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1 board level -- and I put this up, because there's
 2 two or three people on here that have got a long
 3 history with U.S. Soccer, including in this room.
 4 So some of you will recognize Mary Harvey on the
 5 right, long-time chairperson of the Athletes
 6 Council, gold medal winner, gold medal winner in
 7 the Olympics, and the World Cup. She worked at
 8 FIFA for a decade, MBA, trilingual, extraordinary
 9 experience; and, frankly, she reshaped the way
 10 the athletes participate in this organization,
 11 and the fact that you've got the votes the way
 12 that you do, along with Ted Stevens, Mary Harvey
 13 gets a lot of that credit.
 14 And then we've got Pam Perkins right
 15 below her, who a lot of you know. She has worked
 16 for U.S. Soccer forever, with the men's team
 17 and the women's team. She's been second, thank
 18 you, Dan, to New York, to work on our
 19 international lobbying program for the last
 20 three, four or five months, and a number of
 21 others from the other countries, but those two
 22 you know.
 23 And Jim Brown -- sorry -- Jim Brown
 24 who runs PRO, is chairman of PRO, worked for us
 25 in '94, has worked on the Sydney Olympics, used

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1 and enforce every letter of the law on this.
 2 That's the period we've got left.
 3 What we've got to do. On the left, you see the
 4 picture of when we started it, this last April --
 5 the Freedom Tower. That wasn't coincidental that
 6 we did it at the Freedom Tower looking out over
 7 the Statute of Liberty and Ellis Island, while at
 8 the same time trying to make sure the
 9 international world knew that it would be --
 10 anyone could come to the games. That's one of
 11 our challenges these days, because it's not just
 12 about our bid and our infrastructure. It's about
 13 perceptions of the country, perceptions about
 14 what we're doing, perceptions about foreign
 15 policy, perceptions about things like walls --
 16 all of those things matters, because people are
 17 voting. They're not grading an exam that's
 18 multiple choice or only based on technical
 19 grounds. We're bidding against Morocco. The
 20 Moroccan King is absolutely behind this. Now,
 21 they don't have the same infrastructure, but they
 22 have bid four times, and they've lost four
 23 times. So there's also a, "It's our time." I
 24 think our motto would be to FIFA, It's your time
 25 to have an easy, successful, financially

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1 to work for the San Francisco Bay Area Blackhawks
 2 of the ASL, Bolivian-born, but part of our team.
 3 A few things that have happened. We
 4 have got headquarters in New York at the MLS
 5 offices. Thank you, Don, for the free space. A
 6 very short time period -- shorter than anyone has
 7 ever had to do this with competition. Yes, in
 8 the case where we hosted the Women's World Cup
 9 after the SARS crisis, we did it in four months,
 10 but we weren't bidding against anybody.
 11 That's what it looks like, ten
 12 contracts for 26 cities. They want hard copies
 13 of all of that.
 14 And the most comprehensive compliance
 15 program ever. That's the good thing. Anytime I
 16 meet or any of my colleagues on the board meet
 17 anybody out of those 207 countries, presidents,
 18 we have to report it to FIFA. Send them in
 19 writing what we talked about and so on and so
 20 forth. Anytime we have a government contact with
 21 a government official that talks about the World
 22 Cup, we have to report it to FIFA. And
 23 obviously, the policy on gifts and travel and
 24 those sorts of things is completely different.
 25 Those are all good things, and we hope they live

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1 rewarding, fair process. And if that happens, we
 2 think we will be fine. But this, for us, is
 3 32 days. And now, 34 days to get this bid done.
 4 So as I go back to this slide, this
 5 is about the eight years and beyond, what the
 6 world looks like afterwards. And I come back to
 7 those three themes: Unity, opportunity, and
 8 certainty.
 9 Unity. We have had a lot of issues
 10 over the last couple of months. So if I look
 11 back to Hawaii, there was a lot of unity. There
 12 may have been a lot of displeasure, but it was at
 13 least under the sand or under the hula-hoop stage
 14 or whatever, because it was a great party, and
 15 the last few AGMs have been. Maybe there was a
 16 lot of simmering things, and some of us on the
 17 board and I missed it, or maybe it was the one
 18 loss to Trinidad, got a lot of light on those
 19 things, but there clearly hasn't been a lot of
 20 unity over the last couple of months. And that,
 21 to me, is disappointing.
 22 Now, I'm quite convinced that a fair
 23 amount of that will start to come back in about
 24 two hours, as this process of elections ends.
 25 Elections are messy.

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1 The last time we had a transition in
 2 power was 12 years ago. It was a little bit
 3 different. Dr. Bob and I met in a restaurant in
 4 West Hartford, Connecticut, when the national
 5 team was playing a game over lunch. I asked him
 6 if he was planning to run. He said no. I said,
 7 Okay, I'm going to run. That's great, I'll
 8 support you, and that was the transition in
 9 power. It's been a little bit different this
 10 time.
 11 But that's okay.
 12 We've taken the sport to a place
 13 where eight people, actually, want to do the job
 14 without compensation. Some have suggested maybe
 15 there should be compensation. That's a decision
 16 and a discussion for later. That's okay.
 17 We've taken the sport to a place
 18 where the following things are true. We have a
 19 professional league with 25 teams at Division 1
 20 level. A second division with 30-plus teams
 21 across the country. A Women's league with nine
 22 teams, and yes, we lost one, but we'll get it
 23 stable. World leaders on health issues, and now
 24 other countries are looking at our concussion
 25 protocols. A women's team that is paid far more

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1 disappointed, no one more so than me, that we're
 2 not playing in the World Cup. So is Italy. So
 3 is Holland.
 4 And it will get a little easier,
 5 because hopefully we will host the next one in
 6 '26. For this next World Cup, 48 teams will
 7 qualify. I was, God hoping, it would be ten in a
 8 row, but we didn't get it done. I will take
 9 responsibility for that. Bruce has stepped up
 10 and taken responsibility, and so have the
 11 players. We are going to lose some games.
 12 Hugely disappointing. And all the things that go
 13 along with it, because we don't match up very
 14 well -- and I don't say this very often in
 15 public -- we don't match up very well against the
 16 best teams in the world. We're matching up one
 17 against one, on the men's side. On the women's
 18 side, we win most of those match-ups. And it's
 19 hard to beat teams, if you lose eight or nine
 20 match-ups out of 11, and I'm not talking about
 21 against Trinidad, but Germany or Brazil or
 22 Argentina or Spain or France or England.
 23 So we've got to get better. And
 24 that's about what most of us are involved in
 25 day-to-day player development and whatever that

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1 than anyone else, and, yes, issues about
 2 compensation, equity vs. equality and revenue are
 3 tough, and we face some of those, but those are
 4 grown-up problems, because if I showed you some
 5 other slides that we showed yesterday at the
 6 board meeting, Ecuador, a team that was in the
 7 Women's World Cup, hasn't played a game in two
 8 and a half years since.
 9 So we have got to do better in those
 10 areas and we will. But these are problems of a
 11 mature organization. And if you look at our
 12 finances, we look like a mature business. It's a
 13 soccer business, but it is a business. What Dan
 14 does day-to-day is run a business. It's a pretty
 15 big business, and it's grown very quickly, and
 16 maybe in some areas, we haven't kept pace with
 17 it. In some areas, we haven't kept pace. I
 18 accept that.
 19 But what those eight candidates and
 20 what everyone else in the room is looking at is a
 21 landscape that is different, completely
 22 different. You can watch virtually any one of
 23 our national team games on TV. We have created
 24 two events on the Women's side.
 25 And we are really, really

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1 means, whether that means the Academy program,
 2 which we'll certainly make changes in, and a new
 3 administration coming in.
 4 So unity is a big part of it.
 5 Opportunity is a huge part of it.
 6 We've got an opportunity in front of us. It is,
 7 I do not believe, I cannot believe, I will not
 8 believe, that with 330 million relatively
 9 well-fed people in an \$18 trillion economy with
 10 the facilities that we have, and the will and
 11 drive that is endemic in America, we can't get to
 12 where we want to go. I will not believe that.
 13 And certainty. That last part is
 14 what I'm certain about. I'm absolutely certain
 15 about it, that we will get there. The women have
 16 won the World Cup, and they're going to do it
 17 again.
 18 And so, you know, a few years ago,
 19 when Mike Edwards -- and I don't remember the
 20 exact words, he used, he goes, it was something
 21 like, you know, Sunil -- and he said it at an
 22 open microphone at an AGM -- This can't be all
 23 about you just wanting to dance with the World
 24 Cup trophy after we've won it.
 25 And I said, Yeah, it can be Mike. It

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1 doesn't have to be me, and it won't be me.
 2 Whoever is elected, if we win it, please let me
 3 come out just for a second with you.
 4 But that's the dream here, folks. I
 5 get up and dream about that. That's what I dream
 6 about. I dream about a situation where we have
 7 11 players on the field, in most of those dreams,
 8 one of who is named César, another one is named
 9 Hugo. They didn't all grow up in Westchester
 10 County. There's a couple African-American
 11 players. I don't know the coaches. I don't know
 12 who we are playing in the final, but that's what
 13 I dream about. And we don't get there unless
 14 we're doing everything else well. It's not by
 15 putting 11 players in a box, unless we're getting
 16 good youth players, unless we have better
 17 referees, unless we have better coaching, better
 18 facilities and so on and so forth.
 19 For the last couple of months, I
 20 still dream about that. I have some nightmares
 21 about tweets. Those are going to end pretty
 22 soon, I'm pretty sure. Probably about 3:00
 23 today. And then we've got to get back to a
 24 unified approach and have the same dreams.
 25 And by the way, within that dream, I

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1 here that haven't been part of world champions or
 2 how much it pained all of us to lose that game in
 3 Trinidad and have two other results go badly the
 4 same day.
 5 That pain is not what we want. The
 6 pain of the last couple of months is not what we
 7 want. I have no doubt we're going to come
 8 together, get back on track, build our programs
 9 with resources that we've never had; resources
 10 that we've never had, and achieve the goals that
 11 we all share.
 12 So, thank you for listening. Let's
 13 go get it. And I will come back a little bit
 14 later to thank a number of people. But that's
 15 the goal, folks.
 16 Thank you.
 17 (Applause.)
 18 PRESIDENT GULATI: Okay. We are now
 19 on to New Business, and the one piece of new
 20 business we have is the budget. Mr. Flynn is
 21 going to handle the budget today, and I would
 22 make a comment before he does that.
 23 MR. KEPNER: Sunil.
 24 PRESIDENT GULATI: Yes?
 25 MR. KEPNER: This is Bob. I'm going

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1 grew up in the grassroots, playing when I was 5,
 2 6, 7. So I know about the grassroots. I don't
 3 ignore that. That's my beginnings. ODP is where
 4 I cut my teeth in terms of U.S. Soccer.
 5 So those are important programs, but
 6 they're all pieces of this goal to get here. So,
 7 yes, I want to have millions of kids playing in
 8 safe environments. That's a hugely important
 9 goal.
 10 But what gets me up in the morning --
 11 and it will be that way tomorrow, whether I'm
 12 sitting in this seat or in any other -- is trying
 13 to win on the field and everything that goes into
 14 it and around it. And I don't think you have had
 15 to play at that level to appreciate and want
 16 that, because I know most of you in the room want
 17 that, because I know most of you in the room,
 18 when we watched the game, the Under-20 game in
 19 Hawaii, were cheering. And I know what it means
 20 when the Women's team wins, and I know how many
 21 people turned out, not exactly, at the ticker
 22 tape parade on four days' notice in New York.
 23 And I know what it means to a couple of the women
 24 here that have been part of world champions. And
 25 I know how much it pains some of the men that are

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1 to ask -- Kepner -- I'm going to ask that we ask
 2 for a motion to approve the --
 3 PRESIDENT GULATI: Yeah, he was just
 4 telling me the same thing. So we need a motion
 5 to approve the Credentials Committee Report,
 6 which Bob and I -- it's your fault, right?
 7 MR. KEPNER: Yes, it is my fault.
 8 PRESIDENT GULATI: All right.
 9 Excellent. I don't want to make any mistakes
 10 today, Bob. We should have approved the
 11 Credentials Committee Report.
 12 Do we have a motion to do that?
 13 MULTIPLE SPEAKERS: So move.
 14 PRESIDENT GULATI: Any objections?
 15 Unanimously approved. Thank you. Thank you,
 16 Bob. Thank you.
 17 Before we start with the budget, I
 18 want to make one comment. I know that there was
 19 a discussion yesterday at the board about a
 20 rollback in fees from 50 cents to a dollar.
 21 At the board meeting, the discussion
 22 at the board was to recommend that to the
 23 Council, and that was defeated 11-3. But I think
 24 people need to understand two things, what the
 25 rationale was for most of the board members. Not

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1 that getting more programs or more funding to
 2 USYS and Youth Council members or USASA Council
 3 members was a bad idea, but to do that on 12
 4 hours' notice without a piece of paper, without
 5 any support behind it, without comparing what
 6 that would mean relative to, for example, more
 7 money in the incubator fund, more money for
 8 coaching programs, more money for referees, more
 9 money for scholarship, building a national
 10 training center, and ten other things, isn't the
 11 way you run a business.

12 So that was the primary purpose of
 13 the defeat yesterday. And so I would ask the
 14 leadership of the organizations, as well as the
 15 members, to keep that in mind. We've got an --
 16 important business today to do.

17 We are streamed and live on TV in a
 18 little bit, and if we can focus on that, I think
 19 you have the commitment of the board, as it was
 20 yesterday, to have a discussion about those
 21 things, but in a sensible, organized way where
 22 programs are presented or at least a piece of
 23 paper is presented before asking for millions of
 24 dollars in a change. So that's the comment I
 25 would make.

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1 March 31st, the approved budget has an operating
 2 deficit of almost \$2 million. We are projecting
 3 that deficit to be 2.3 million with the
 4 additional board-approved spending on technology,
 5 player development, and coaching education. The
 6 nonoperating surplus is projected to be
 7 26.9 million. It's favorable to budget by 27
 8 million due to the extraordinary results of the
 9 Copa Centenario tournament and the donor
 10 commitment that we received on a newly created
 11 club incentive fund. So this budget reflects the
 12 largest spending in our history.

13 Based on our strategic plan that was
 14 presented and reviewed in July in Santa Clara, we
 15 plan to increase our investments in technology,
 16 coaching education, player development, high
 17 performance, youth national teams, and the core
 18 infrastructure by over \$11 million versus fiscal
 19 year '18.

20 Successful implementation and
 21 execution of our plan will increase the value of
 22 our core property and, in turn, increase future
 23 revenue opportunities and our ability to further
 24 invest in our sport. The FY '19 budget has an
 25 operating deficit of \$13 million, and a

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1 And now I will turn it over to
 2 Mr. Flynn.

3 MR. FLYNN: Thank you, Sunil.
 4 I am standing in for Carlos Cordeiro.
 5 Given his participation in the presidential
 6 election process, he proposed that I present the
 7 fiscal year '19 budget to the National Council
 8 today.

9 The fiscal year '19 budget being
 10 presented for your approval has been prepared by
 11 Eric, our CFO, Eric Gleason, and his staff,
 12 reviewed internally by Jay Berhalter and myself,
 13 and approved by both the Finance Committee and
 14 the Board of Directors.

15 You have a copy of the budget in your
 16 Book of Reports, and yesterday we met with those
 17 who attended the budget Q and A session to
 18 address any of the questions.

19 I would like to thank the Finance
 20 Committee, starting with our Committee Chair,
 21 Carlos Cordeiro; our members, Chris Ahrens, John
 22 Collins, Val Ackerman, and Steve Malik; and the
 23 staff support, as I mentioned, Eric Gleason and
 24 his staff; and Jay Berhalter.

25 In the current fiscal year ending

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1 nonoperating surplus of \$700,000, a total deficit
 2 result of a \$13 million deficit.

3 The Finance Committee met in November
 4 to review the full budget in detail and approved
 5 it with a few suggestions and modifications,
 6 which addressed setting metrics to our programs
 7 and increased spending.

8 So for -- the fiscal '19 budget, as
 9 we presented in the Book of Reports, is being
 10 recommended by the Board of Directors for your
 11 approval.

12 If there are no questions, I would
 13 ask for a motion to approve the budget.

14 MR. EDWARDS: So move.

15 MR. GROFF: Good morning.

16 Dan and Sunil, for the last 30 years,
 17 we've had the same dreams. We have agreed many,
 18 many times. I hear your words.

19 But I have to tell you that for the
 20 last nine months, we have discussed this proposal
 21 that I make this morning. We discussed it again
 22 back in Philadelphia. And at that meeting, there
 23 was the eight Adult Commissioners, Youth
 24 Commissioners, Pro Council people at that
 25 meeting. And what we say today is, Please hear

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1 us. We supported the Federation back in 2000
 2 when they needed the money. And so this morning,
 3 I say it's time to roll it back to that time.
 4 There are greater assets available to
 5 you now than in 2000. And so I make a motion
 6 that the current fee paid by adult players, which
 7 is \$2, the current fee paid by youth players
 8 which is \$1, to reduce that to adults to \$1, to
 9 youth to 50 cents, and to -- the impact on the
 10 budget will be \$2,500,000 of less income.
 11 Thank you very much.
 12 (Standing applause.)
 13 MR. EDWARDS: Sunil?
 14 PRESIDENT GULATI: Mike.
 15 MR. EDWARDS: Sunil, Mike Edwards,
 16 Life Member.
 17 PRESIDENT GULATI: Can I actually
 18 make a comment, because I have got one from the
 19 Parliamentarian.
 20 MR. EDWARDS: That's fine.
 21 PRESIDENT GULATI: Mike, go ahead.
 22 I'm sorry.
 23 MR. EDWARDS: Just to put it into
 24 context. I was the chairman of U.S. Adult
 25 Soccer, I think Dave Messersmith was the chairman

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1 should have it, as Mike has said, we should
 2 consider this, but in terms of today and voting
 3 on it, the bylaw and fee change must be
 4 recommended by the board, and it was not
 5 recommended by the board.
 6 Okay. But we understand both the
 7 comments and the vertical positioning a minute
 8 ago.
 9 Okay. All right.
 10 MR. LARABA: Sunil.
 11 PRESIDENT GULATI: Yes, David.
 12 MR. LARABA: Dave Laraba, West by God
 13 Virginia.
 14 I hear what you just said, and I
 15 appreciate it. I hope everyone towards the front
 16 of the room understood we weren't all standing up
 17 stretching our legs. We understand weighted
 18 votes, but we wanted you to make sure you
 19 understood that those of us who represent most of
 20 the grassroots, not every organization
 21 participated, we support this action. And we
 22 hope the candidates live up to what they've all
 23 said. We hope the board saw how much of your
 24 membership stood up to support Mr. Groff.
 25 Thank you.

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1 of the U.S. Youth Soccer, at the time we did
 2 approve the increase in 2000. And at that time,
 3 the Federation, as you know, you and I stood
 4 there and talked to each other through a meeting
 5 standing up, for some reason, I don't know why we
 6 stood up, but we needed the money. The
 7 Federation seriously needed the money. And there
 8 was a discussion of actually an increase as high
 9 as \$5 a player to fund what we could now fund
 10 with a lot of outside resources.
 11 So Richard, I think, has
 12 appropriately spoken to the fact that what we
 13 needed then, we don't need now, and perhaps a
 14 consideration of the rollback is indeed in the
 15 best interests of the organization.
 16 (Applause.)
 17 PRESIDENT GULATI: So two comments.
 18 The first one is from the Parliamentarian, and
 19 then I will make the second one. From the
 20 Parliamentarian, under Bylaw 214, Section 1, a
 21 fee change must be recommended by the board.
 22 It's a bylaw.
 23 And second, which is coming from me.
 24 We heard you. All eight candidates for president
 25 heard you. The board has heard you. And we

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1 (Applause.)
 2 PRESIDENT GULATI: Are there any
 3 further amendments to the budget or any
 4 amendments to the budget? If not, can we approve
 5 it by acclamation? Any objections? Okay. The
 6 budget is approved. Thank you.
 7 We then move on to a Membership
 8 Application which can actually be scrapped from a
 9 decision today. The board yesterday approved a
 10 provisional membership which will take effect
 11 tomorrow and will then be brought to the full
 12 council next year for approval, but that does not
 13 need to be handled today.
 14 We go to Item 9, Affirmation of
 15 Federation Policies adopted since the 2017 AGM.
 16 Two polices, 104 -- 102(4)-1, and then a series
 17 of policies in 202, 213, 241, 431, 704 and 705.
 18 I think these are all pretty straightforward.
 19 Unless there is a desire to separate them, we
 20 would take them altogether, and if I could have a
 21 motion to do that.
 22 UNIDENTIFIED SPEAKER: So moved.
 23 PRESIDENT GULATI: So moved. Any
 24 objection to that? Any objections to the
 25 policies and affirming them? We will do that

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1 unanimously. Thank you.
 2 We are on to election of --
 3 MR. BORTS: You mentioned the actions
 4 of the board in that approval -- Dave Borts, from
 5 Rhode Island, Adult Soccer --
 6 PRESIDENT GULATI: I'm sorry.
 7 MR. BORTS: -- was that including the
 8 actions of the board?
 9 PRESIDENT GULATI: Is that in there?
 10 The actions of the board during the year -- yes,
 11 the answer is yes.
 12 MR. BORTS: Well, we did not get a
 13 good chance to comment on it. It was put as one
 14 request.
 15 PRESIDENT GULATI: So you want to
 16 separate the question?
 17 MR. BORTS: Yes, I do.
 18 PRESIDENT GULATI: Okay. So which is
 19 the one that approves the actions of the board?
 20 Which number?
 21 MR. BORTS: I'm not speaking to the
 22 policies. I'm speaking to the actions of the
 23 board.
 24 PRESIDENT GULATI: Okay. We need
 25 somebody smarter than me here. Go ahead.

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1 reference, it shouldn't be there, or we should be
 2 allowed to comment on them and vote on them
 3 because there are objections. Thank you.
 4 PRESIDENT GULATI: Okay.
 5 We are then on to election of U.S.
 6 Soccer Foundation representatives. And I'm
 7 presuming that we're going to get one nomination
 8 from each council, as has been the tradition, not
 9 the requirement; we can certainly take
 10 nominations from the floor. But let's start with
 11 Youth Council representative. Do we have a
 12 nomination for a representative that is
 13 associated with Youth Soccer?
 14 Where are we? Okay.
 15 MR. HARRELL: Youth Council nominates
 16 David Messersmith.
 17 PRESIDENT GULATI: David, do you
 18 accept? Yes?
 19 MR. MESSERSMITH: Yes.
 20 PRESIDENT GULATI: Any other
 21 nominations? Hearing none, we'll close
 22 nominations. And by acclamation, David -- I'm
 23 sorry. We have another nomination?
 24 MR. AHRENS: Juergen Sommer.
 25 PRESIDENT GULATI: No, this is just

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1 THE PARLIAMENTARIAN: The approval of
 2 the action of the board is not an appropriate
 3 action for this body. This body is only -- those
 4 matters are put before this body for the interest
 5 of the body. This matter has been discussed, and
 6 there's precedent in prior rulings of the chair
 7 on this matter.
 8 MR. BORTS: Was that just mentioned
 9 in our President's request?
 10 THE PARLIAMENTARIAN: It's part of
 11 the pro forma reports based on the bylaw, the way
 12 the bylaws state that actions of the board will
 13 be reviewed, as was part of the reports that you
 14 have already received.
 15 MR. BORTS: I do believe they need to
 16 be approved by the body; is that correct?
 17 THE PARLIAMENTARIAN: No, they do
 18 not.
 19 MR. BORTS: So it's a misnomer in the
 20 agenda?
 21 THE PARLIAMENTARIAN: Correct. It's
 22 the policies that need to be approved. The
 23 actions of the board are just reviewed, which has
 24 already been done.
 25 MR. BORTS: Okay. Well, for future

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1 for the Youth. Chris, you are out of order.
 2 Come on -- I wanted to say that all day.
 3 Somebody is out of -- you are out of order.
 4 I didn't get the gavel. I was
 5 looking for the gavel. Out of order. Don't do
 6 it again.
 7 All right. David, by acclamation.
 8 Any objections? David, you are back on the
 9 Foundation board. Congratulations.
 10 (Applause.)
 11 PRESIDENT GULATI: Adult Council
 12 Representative.
 13 MR. MOTTA: Here, Sunil. John Motta,
 14 Chairman of the Adult Council. We would like to
 15 put Richard Groff's name in nomination to
 16 represent the Adult Council.
 17 PRESIDENT GULATI: Okay. The
 18 Parliamentarian is telling me he's no longer
 19 eligible, because he stood up before. I don't
 20 know what's going on.
 21 Okay. Richard Groff.
 22 Anybody else want to run? Two
 23 tickets for the World Cup final if you do. All
 24 right. We'll close nominations. By acclamation,
 25 Mr. Groff, congratulations.

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1 (Applause.)
 2 PRESIDENT GULATI: Professional
 3 Council Representative. Do we have any
 4 nominations, Mr. Garber?
 5 MR. GARBER: Professional Council
 6 nominates JoAnn Neale.
 7 PRESIDENT GULATI: JoAnn, where are
 8 you? Do you accept?
 9 Any other nominations for the
 10 Professional Council? Hearing none, close the
 11 nominations. By acclamation, JoAnn Neale returns
 12 to the Foundation board.
 13 (Applause.)
 14 PRESIDENT GULATI: Could we have
 15 someone other than Mr. Ahrens make a nomination
 16 on behalf of the athletes? He's in the corner.
 17 All right, Chris, go ahead.
 18 MR. AHRENS: Juergen Sommer.
 19 PRESIDENT GULATI: Juergen Sommer has
 20 been nominated. Juergen, do you accept? Where
 21 is Juergen? Yes? He's saying, Could someone
 22 else nominate me, Sunil? Other than... all
 23 right. Okay. Any other nominations?
 24 Nominations closed.
 25 Juergen Sommer reelected by

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1 and as I have said, I think at every meeting
 2 since we've started to have independent
 3 directors, it is one of the best things we've
 4 ever done when we changed our bylaw in 2006 and
 5 added them. It's been a godsend for two reasons.
 6 One is having independent directors is a good
 7 thing, but we have been extraordinarily lucky to
 8 get three terrific independent directors at the
 9 beginning and throughout, and the dean of that
 10 group, if you will, or the president of that
 11 group, Dr. Shalala, who has been with us for
 12 11 years, and been term-limited out,
 13 unfortunately, and many of you have met Donna
 14 along the way, has given us extraordinary
 15 service, absolutely extraordinary service, has
 16 out-worked me, when we were walking around in
 17 China and I wanted a taxi and she wanted to walk
 18 six miles. And her thinking process, her
 19 experience, her knowledge base, her integrity are
 20 just beyond belief, frankly. A Presidential
 21 Medal of Honor winner, eight years in the Clinton
 22 Administration, president of multiple
 23 universities, and just absolutely a dream for us
 24 as a board member.
 25 I want to thank you for that, Donna.

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1 acclamation.
 2 (Applause.)
 3 PRESIDENT GULATI: We have one
 4 confirmation/election for an Independent
 5 Director. Lisa Carnoy has been recommended by
 6 the board and has been serving and now needs to
 7 be approved by the full body.
 8 Do we have to -- are there any other
 9 nominations for the Independent Director spot?
 10 They would come up here, and you will hit the
 11 ball with Lisa. None. Hearing none, close the
 12 floor. Lisa Carnoy, after the last few months,
 13 do you still want to serve?
 14 MS. CARNOY: Yes.
 15 PRESIDENT GULATI: Okay. Lisa is
 16 serving.
 17 (Applause.)
 18 PRESIDENT GULATI: I told her it's
 19 never controversial and so on. By acclamation,
 20 Lisa Carnoy.
 21 (Applause.)
 22 PRESIDENT GULATI: I should mention
 23 here, a couple of things -- and it will come up
 24 later as well, but let me mention them here.
 25 We have three independent directors,

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1 Today will be her last meeting.
 2 (Standing applause.)
 3 PRESIDENT GULATI: And while we're on
 4 the subject of people we have been able to get
 5 rid of, we have one other person that will be
 6 leaving the board today, and has given us, with,
 7 I think, one small interruption, somewhere in the
 8 '80s or '90s, 28 years of service on the board
 9 and years of leadership at USYS, in Colorado, on
 10 various committees, at CONCACAF, and certainly as
 11 president of U.S. Soccer and was president and
 12 hired Bruce Arena when we had the most successful
 13 World Cup run we've had since the '30s, when
 14 there were only four to six teams, a great friend
 15 of many years, adversaries during one election in
 16 the '80s, but have become great friends.
 17 It was an absolute honor to be a
 18 vice-president while Dr. Bob was president, and
 19 what he's done for the sport, a lifetime of
 20 sport, which he's not stopping, he's still
 21 coaching and doing a course in sports in society,
 22 and his wisdom and experience has been absolutely
 23 the right model for a past president, offering
 24 the experience, offering help, but not
 25 interfering. I'm not sure I will live up to

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1 that.
 2 But Dr. Bob, on behalf of the body,
 3 on behalf of the sport, and certainly on my
 4 behalf personally, thank you for everything you
 5 have done.
 6 (Standing applause.)
 7 PRESIDENT GULATI: Okay. I think
 8 we're just about ready to adjourn.
 9 Yeah -- we can leave that to the
 10 body -- it is 9:36. So we have two options. We
 11 are running well on time. We can get right to
 12 the elections, and that part of the process is
 13 going to take a little time, even with 15 minutes
 14 between rounds, if we have rounds. Or would you
 15 like to take a bathroom/water break now? I'm
 16 indifferent on this. How many people want a
 17 bathroom -- raise your hands if you would like a
 18 break now? Now wait a minute, we've got a
 19 weighted vote, so I've got to look at the
 20 athletes and pros. Okay. They need a break as
 21 well.
 22 We will resume -- it's 9:36 -- at
 23 9:55; 19 minutes.
 24 (Brief recess taken from 9:36 a.m. to
 25 10:00 a.m.)

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1 All right. And we've decided
 2 earlier, 15 minutes, that was the only amendment,
 3 15 minutes of caucus time between rounds. All
 4 right. Any questions with all of that? So
 5 that's part of the rules.
 6 Each of the candidates will have five
 7 minutes to make a statement to the Council, and
 8 they drew lots yesterday. It's also the same
 9 order in which they will be listed on the board.
 10 So that's all been done randomly in their
 11 presence by the Credentials Committee.
 12 So let us start immediately first
 13 with Paul Caligiuri. Paul, please come on up.
 14 (Applause.)
 15 MR. CALIGIURI: I never liked taking
 16 the first penalty kick, but I did draw the first
 17 lot, that must say something, but certainly
 18 whoever becomes the next President has huge shoes
 19 to fill. Thank you very much, Sunil Gulati, for
 20 everything you have done and contributed and will
 21 continue to do.
 22 I'm honored and appreciate this
 23 opportunity to speak. And many times I have been
 24 asked, Why are you running for U.S. Soccer
 25 Federation President? For me, it was quite

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1 PRESIDENT GULATI: Get your seats,
 2 please. We'll be starting in a minute.
 3 Let me bang the gavel, and we'll get
 4 started.
 5 All right. So we are to Election of
 6 the President.
 7 Before we start, I have been asked to
 8 remind you of a couple of things on our rules
 9 that have been approved. One, in our rules, in
 10 the first and second round, if we need multiple
 11 rounds, we're going to do this in advance, first
 12 of all you need 50 percent plus one. If we don't
 13 have a winner at those numbers in the first and
 14 second round, no one is required or eliminated to
 15 drop out. They can do so voluntarily, in which
 16 case, they're removed, they're not on the board,
 17 and you can't vote for them. In that case, they
 18 would have to come to me and say, I'm
 19 withdrawing.
 20 After the second round, the bottom
 21 two people are dropped off the list. Their names
 22 will not be on the board, but you can still vote
 23 for them in the position in which they were on
 24 your keypad, so you can vote for the person you
 25 want unless they actually drop out.

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1 simple. It was natural, because I have been --
 2 dedicated my entire life to this beautiful game.
 3 This campaign journey has been
 4 amazing. I've got to talk with some old friends,
 5 got reacquainted, meet some new friends, of
 6 course, talk soccer every day.
 7 But there were a couple of exceptions
 8 along this journey. Some rules kept changing.
 9 It was like coming out for the second half, and
 10 they took 20 minutes off the clock, and gave the
 11 opponent a 1-0 lead.
 12 There was also this notion that was
 13 pushed that the U.S. Soccer Federation President
 14 must be able to manage 160 employees and have
 15 significant business experience.
 16 At first, I felt disappointed, and
 17 frankly, a bit insulted, but let me give you this
 18 from the reverse side, if we really just look at
 19 this transparently and say let's flip this
 20 scenario. Since playing college soccer at UCLA,
 21 I spent 15 years on playing professional soccer
 22 on the Men's National Team.
 23 After I retired from professional
 24 soccer, I spent 15 more years being immersed in
 25 soccer in every capacity, from the grassroots

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1 onward, college soccer, men's and women's,
 2 semi-pro, ODP, Academy, you name it, I have done
 3 it, including, I have been on the Athletes
 4 Council, and also served on the Board of
 5 Directors.
 6 I have been an administrator,
 7 volunteer, club president, director, everything.
 8 So I thought to myself, with my
 9 background, how cool would it be to walk into a
 10 major marketing company and become president?
 11 Kind of didn't make sense there for a moment. Or
 12 maybe a large investment banking firm. That with
 13 my credentials as a soccer person, I could just
 14 go right in to become a partner of a law firm or
 15 an investment banking firm. So that kind of
 16 gives you the idea of what I was experiencing
 17 from the other side of the lens here.
 18 When we failed to qualify for the
 19 World Cup, it wasn't because of any marketing
 20 agreement or TV contracts or branding. Those are
 21 all outputs.
 22 See, our business is we need to be
 23 experts, and experts, that the best knows the
 24 product, and the product is the player.
 25 Those are inputs. And anyone in

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1 president differently than our parents. So when
 2 you push that button, know you represent not just
 3 your own little group, you represent all soccer
 4 in America, and for the future.
 5 We have a big opportunity today, and
 6 I would love to lead and serve the millions of
 7 Americans, and I hope that we do the right thing,
 8 and I'm asking you to feel, share my unified
 9 vision, and elect Paul Caligiuri for U.S. Soccer
 10 President.
 11 Thank you so much.
 12 (Applause.)
 13 PRESIDENT GULATI: Thank you, Paul.
 14 Next Steve Gans.
 15 (Applause.)
 16 MR. GANS: Good morning everyone.
 17 I want to begin by telling you what a
 18 great honor it has been for me to meet with you
 19 since last May and listen to your concerns and
 20 hopes for the future of soccer in America.
 21 I want to first start by thanking
 22 Sunil Gulati for what he has accomplished. My
 23 running was forward-looking, not a statement of
 24 the past. He deserves our gratitude for his
 25 service to soccer.

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1 business will tell you in order to have a
 2 successful business, you must focus on your
 3 inputs, because all the outputs are the results:
 4 player development, player identification, player
 5 joy.
 6 I'm running for U.S. Soccer
 7 Federation because I am committed 24-7 to do
 8 everything I can to make this sport better. It's
 9 not part time for me. It's my life.
 10 Yes, my credentials are exceptional,
 11 perhaps, to the other candidates, but most
 12 importantly, everyone here who knows Paul
 13 Caligiuri as a human being, who knows me
 14 personally, knows one very important aspect of
 15 Paul: That I have the ability to bring people
 16 together. And that's what we need is unity, a
 17 unifier, someone with a vision and with
 18 experience.
 19 Today we elect a new president, and
 20 it's a secret ballot, and because it's America's,
 21 one of the greatest of America's value you get to
 22 vote. You get to vote without anyone telling you
 23 who to vote for. Not your neighbor. Not in a
 24 block vote. This is your conscience. This is
 25 the American value. Some of us even vote for a

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1 We all talk about changes we want to
 2 see in U.S. Soccer and in the Federation, but I
 3 believe strongly in responsible change. That
 4 means hard work, asking more of you and of me.
 5 This won't be easy. We have come a
 6 long way since my father immigrated to Boston
 7 from Germany in 1938. He couldn't find a quality
 8 soccer game to watch and would take the train
 9 just for the day to New York City to watch
 10 semipro games from the '40s through the 1960s.
 11 Today, change starts with someone who
 12 can lead U.S. Soccer immediately.
 13 It's about experience.
 14 I have experience in corporate
 15 governance. We love this sport, but we must be
 16 mindful that this is a business, \$100 million
 17 business, with 150 employees. On day one, we
 18 need someone who knows how to do that. I have
 19 30 years of business and organizational
 20 leadership experience. Importantly, as President
 21 of the Board of Directors, I pledge that this
 22 position will be and shall remain appropriately
 23 an unpaid position.
 24 But this is not any old \$100 million
 25 organization. It is America's Soccer

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1 organization, and so, of course, we need someone
 2 who knows this sport through and through. There
 3 is a lot of experience in this room. Mine is at
 4 all levels of the game, from youth to adult to
 5 the pros, to the premier league, as a player,
 6 coach, parent, executive, administrator, board
 7 member and advisor, variously.
 8 On my first date with my wife in
 9 1980, Lori, who is out in the audience, I talked
 10 about my vision for soccer. Bold move on a first
 11 date, I know.
 12 I have been focusing ideas about how
 13 to improve the experience of soccer at all levels
 14 in America since before then, and I have learned
 15 so much over the past year from you, from
 16 meetings, and phone calls, and trips to Dallas,
 17 Lake Tahoe, and Philadelphia.
 18 I want to specifically talk about the
 19 state associations for a moment. You have
 20 carried a tremendous burden. One of my proudest
 21 accomplishments in soccer was having helped
 22 successfully turn around the Boston World Cup bid
 23 effort, but I also know that the massive
 24 financial success that U.S. Soccer began to enjoy
 25 as a result of World Cup '94 began the

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1 National Team players achieve equal working
 2 conditions and pay parity, and that all members
 3 of our national teams, whether it's men's,
 4 women's, paralympic, beach or futsal, receive the
 5 proper respect owing them for their respective
 6 great achievements and for wearing the national
 7 team jersey. We will assure that little girls
 8 can dream to become professional players,
 9 coaches, and DOCs and executives in our sport.
 10 I will continue to find ways to
 11 understand your thinking and your needs. Most
 12 importantly, you will be actively involved in
 13 decisions which affect you.
 14 I mentioned my father. If he were
 15 sitting with us today, he would be proud to see
 16 how far our game has come. He was centered by
 17 his sense of fairness, and he would be heartened
 18 to see how far the game has grown. But just like
 19 you, he would be disturbed to see how much
 20 dysfunction exists in the game right now. He
 21 would be so proud to see my sons, Noah and Josh,
 22 play; he would be proud to see me standing here.
 23 What he instilled in me, the joy of the game, has
 24 been passed down. It is for that joy that we all
 25 do this work. We can make it so for everyone.

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1 marginalization of the state associations.
 2 You have not been shown appropriate
 3 respect by Chicago, and you have lost your voice.
 4 I pledge your voice back, so that you never wake
 5 up to find that a decision has been made about
 6 your programs or policies without discussion with
 7 and input from you. Together, we will fix the
 8 infighting between sanctioning organizations that
 9 is causing so much confusion, frustration, and
 10 burnout in Youth Soccer, and which is
 11 contributing to the 75 percent attrition rate at
 12 U-13. Together, we will reinvigorate the ODP
 13 program and insure that every American youth
 14 player has a true pathway, no matter in which
 15 state he or she is born. Together, we will bring
 16 the joy back to the game, so that youth players
 17 maintain their passion for the game throughout
 18 their playing careers.
 19 Together, we will raise the attention
 20 for membership of adult soccer, the important
 21 segment of our sport which provides
 22 cradle-to-grave opportunities from age 19 to 70,
 23 for those who importantly want to maintain
 24 continuous connection to our great sport.
 25 We will ensure that the Women's

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1 I'm excited to start, and I humbly ask for your
 2 vote, and I ask you to stick with me today.
 3 (Applause.)
 4 PRESIDENT GULATI: Thank you, Steve.
 5 Number three, Michael Winograd.
 6 Michael come on up.
 7 (Applause.)
 8 MR. WINOGRAD: I feel like I'm at the
 9 Emmy's.
 10 Let me just start by saying thank you
 11 to all of you for all of your time and work in
 12 this election. I know it's been a lot for you,
 13 but I feel like we're going to get a lot out of
 14 this. It's going to be worth it. It is an
 15 important election. I entered this race because
 16 I wanted to make U.S. Soccer better.
 17 We've come a long way. When I was a
 18 kid, as many of you probably remember, if you
 19 wanted to watch soccer, you had to get up really
 20 early in the morning on a Sunday and skim through
 21 and hope that something was on Univision.
 22 When I started coaching my son's
 23 team, my son was about, our oldest, about ten
 24 years ago, I was very excited to see generations
 25 and generations of soccer. One of the first

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1 things I did was set up a scrimmage between my
 2 son's team and the team on Long Island that I
 3 played for my whole life growing up. It was
 4 great to see them on the fields. They brought
 5 patches and exchanged patches.
 6 I quickly, during that journey,
 7 learned that the generation that my son was in
 8 was facing a new reality. Youth Soccer had
 9 become a conglomerate of overlapping and
 10 competing businesses. It was money grabs from
 11 every direction to get your kid to go pay money
 12 and play extra somewhere else. Recently, my son,
 13 last fall, missed three days of school just to
 14 compete in D.A. games for weekend games.
 15 In 2015, I went with my family to the
 16 Women's World Cup in Montreal. I had to sit and
 17 watch my daughter ask, Why is it that these women
 18 who have reached the pinnacle of their game have
 19 to play on turf and the men don't? And there's
 20 no good answer to that.
 21 This election is an opportunity to
 22 move U.S. Soccer forward; an opportunity to
 23 recalibrate the role of U.S. Soccer. But we have
 24 to capitalize. We cannot waste this opportunity.
 25 And to do that, we need a leader with the ability

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1 top of that, you wind up with ownership over
 2 those decisions. You wind up with -- you wind up
 3 engendering trust and confidence ensuring
 4 integrity. We need to get U.S. Soccer back in
 5 the business of serving and supporting our
 6 members; setting you-all up to succeed.
 7 Now, my ideas have resonated, but so
 8 too has my ability to actually implement them.
 9 So what does it take to do that? What are the
 10 requirements of this job? Deep soccer knowledge
 11 and experience from all perspectives; after all,
 12 U.S. Soccer is a soccer organization. I played
 13 professionally, coached collegiately, managed
 14 professionally. I have done it all at the youth
 15 levels.
 16 And it's a business. You need
 17 experience leading a board of \$150 million a year
 18 organization.
 19 The ability to bring parties together
 20 and gain consensus. I have done that at the
 21 highest levels for the biggest companies in the
 22 world.
 23 Independence and integrity so that we
 24 know the interest of U.S. Soccer always come
 25 first, invariably.

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1 to listen and understand the issues, to work
 2 collaboratively with different groups on a
 3 solution, and with the experience and skills to
 4 lead a board and, actually, effect change.
 5 It's not going to be easy. If
 6 anybody thinks it's as easy as a few flashy
 7 speeches or bringing folks into a conference room
 8 and putting up a PowerPoint, it's not. That's
 9 not the real world. I have done this in the real
 10 world for 17 years at the highest levels.
 11 Now, we've talked a lot about the
 12 issues in this campaign. We all know what they
 13 are. Many of you have been ignored, disconnected
 14 from U.S. Soccer. The landscape is fractured and
 15 confusing. Decisions are handed down through
 16 edicts, whether it's birth year registration
 17 decisions or state referee administration.
 18 We've offered solutions. We've
 19 talked a lot about them. But underlying all of
 20 my solutions is a vision, a vision of people
 21 working together rowing in the same direction for
 22 the betterment of the sport we all love.
 23 Bringing people into the decisions who are
 24 affected by those decisions, because when you do
 25 that, you wind up with better decisions, and on

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1 I have all of that, and I have it in
 2 spades. Just look at this campaign. I have
 3 garnered support from across the spectrum of U.S.
 4 Soccer, and I said the absolute same thing to
 5 everyone, and that's important, because we need
 6 unity right now.
 7 And if -- at the end of this
 8 election, it's going to be really hard to make
 9 progress if half of U.S. Soccer is bitter for the
 10 next four years. So, today, when you go to vote,
 11 select the candidate whose ideas resonate, but
 12 also make sure you select the candidate who you
 13 believe will actually be able to implement and
 14 deliver.
 15 I have a long track record of doing
 16 that. I ask for your vote and to work together
 17 with me to make U.S. Soccer better.
 18 Thank you.
 19 (Applause.)
 20 PRESIDENT GULATI: Thank you,
 21 Michael.
 22 Fourth up, Kathy Carter.
 23 (Applause.)
 24 MS. CARTER: Good morning. It's
 25 still morning, although it feels like it's

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1 afternoon.

2 Thank you-all for being here, for the

3 contributions you've made to this election

4 process. I've had a great opportunity to speak

5 with many of you and spend time hearing your

6 challenges in your local markets.

7 But before I even start about how we

8 want to move forward, I want to actually

9 congratulate my fellow candidates. The efforts

10 that they have put forth over the last few months

11 has been a part of this process to move our game

12 forward, and so I want to thank them for all of

13 their efforts.

14 As I woke up this morning, I actually

15 thought of my dad. You know, he was one of my

16 first coaches, and he did it with a how-to book,

17 of how do you actually coach soccer in baseball

18 cleats, because he didn't know the game. And now

19 with those books and his baseball cleats and his

20 infinite love for me, his daughter, he changed

21 the course of my life, because I have spent that

22 life in this game.

23 Little did I know that the game would

24 actually introduce me to lifelong friends who

25 would actually get me into college and shape my

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1 band-aids. We must do that with work, very hard

2 work, that will allow us to address the root

3 cause and define a better future for our game.

4 And, most importantly, we must listen to each

5 other and have respectful discourse about the

6 future of our game and the solutions that will

7 take us forward.

8 The next president of U.S. Soccer

9 must wake up in, every morning, with a clear

10 vision for what will make our nation one of the

11 greatest soccer nations in the world, and just as

12 critically they must have the experience needed

13 to actually make change happen.

14 In my years as a player, I have

15 learned hard lessons about compromise and about

16 hard work. These served me well as I came into

17 the business world. And these are the same

18 lessons that have taught me how to collaborate

19 and give me a leadership style that I think we

20 are ready for. I believe our Federation needs to

21 set ambitious goals. I think we need to work as

22 a team. I think we need to collaborate with

23 every stakeholder, and we need to continue to

24 fight for equality, diversity, and opportunity.

25 As you know, I released a platform

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1 college experience. It would give me my first

2 job, start me on my career, and even introduce me

3 to the love of my life.

4 But I know you guys in the audience

5 have similar experiences and similar stories.

6 Think of where you discovered our

7 beautiful game, and now reflect on the lives of

8 those you have actually touched as a result of

9 your involvement in this game. Those people are

10 actually in this room. They're represented by

11 you, our membership.

12 Soccer is many things to all of us.

13 It's a beautiful game. It's our passion. For

14 some, it's a profession. For players at all

15 levels, fans, and volunteers, it's a source of

16 infinite enjoyment. For leagues, it's an

17 enterprise with immense possibility. And for

18 every American, our national teams are sources of

19 inspiration and aspiration.

20 But the administration of our game

21 and our federation stewardship of this game are

22 set to change. We must align as a sport and as a

23 membership, and I am asking for your support

24 because I want to lead that change.

25 We cannot do that with a few

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1 that lays out initial steps that I would take as

2 President of U.S. Soccer. My proposals are

3 actually grounded in the conversations with you,

4 our membership.

5 Together, I believe that we need to

6 continue to evolve our culture. We need to

7 prioritize improvements in Youth Soccer. We must

8 grow the adult game. And we need to support all

9 of our national teams. And as I've said, time

10 and time again, we must go all in on our Women's

11 program, which has been the beacon of opportunity

12 around the world and one that we must continue to

13 press forward with.

14 I could go on, but I only have about

15 55 seconds left, and I would say I'm passionate

16 about this game, and as we all would say, we can

17 talk about it all day.

18 But talk, it's time for us to stop

19 that and actually start moving towards action.

20 So I'm actually asking you

21 respectfully today for your support. If elected,

22 I will serve this organization with integrity,

23 energy, and unparalleled commitment to the game

24 and the soccer community.

25 I would make it my mission to hear

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1 your views and capitalize on your expertise and
 2 earn your respect day in and day out.
 3 I have played on teams that have
 4 needed to come from behind, and I have led
 5 organizations through great change. I want
 6 nothing more than to partner with all of you in
 7 making the United States the greatest soccer
 8 nation in the world. I'm ready if you are.
 9 Let's build a better future for our
 10 game, for our players, and for our country.
 11 Thank you.
 12 (Applause.)
 13 PRESIDENT GULATI: Thank you, Kathy.
 14 Next, Kyle Martino.
 15 (Applause.)
 16 MR. MARTINO: Hi, everyone.
 17 Those that know me are going to laugh
 18 right now, because I'm not a notes person, but
 19 sleep deprivation is very real. And so let me
 20 start by thanking all of you for being
 21 sleep-deprived, but staying sharp, because we
 22 have a very big decision to make as a soccer
 23 nation, and I just want to start, before we get
 24 into that, thanking you for everything you have
 25 done for this game. Thank you for the sacrifices

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1 mean it maybe the way it came off. You meant we
 2 need fresh blood. We need fresh ideas. We need
 3 a new direction. And the way we get that is a
 4 culture change. We have to change the culture.
 5 The opacity of the governance has caused a
 6 negative feeling to metastasize and disconnect
 7 the people on this stage from the members they
 8 serve.
 9 And everyone up here has been
 10 involved in this game for a long time, and
 11 although chairs switch, and people move into
 12 different roles, I think we can be very grateful
 13 for what they've done for this game, and they've
 14 done a lot. They have moved it forward.
 15 But it's indisputable they're not
 16 listening anymore. And we just saw a
 17 demonstration of that right now. We saw a
 18 membership stand up and ask for something they're
 19 not getting. And we saw it yesterday with the
 20 vote. And so we need to understand that the
 21 membership, that's what matters. That's who we
 22 serve, and that's the group that grow this game,
 23 and they have been doing it for a long time.
 24 And let me just personally thank
 25 Connecticut, because I grew up in a soccer town,

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1 you make on a daily basis, the families you leave
 2 to go grow this game, the careers that you put on
 3 hold to make sure that the game we love grows,
 4 and you have done it again this weekend, and I'm
 5 very grateful that you have done that.
 6 Let me -- for those that maybe stayed
 7 up a little too late, let me give you a couple of
 8 things to think about before you push the button.
 9 There are three thoughts that I'd put
 10 in my head if I was sitting in your chair. The
 11 first one is this is a change election. The
 12 reason I know that is I've put my life on hold, a
 13 career I have worked very, very hard to achieve,
 14 but the only reason I got there is because of
 15 you, the people in this room, and I have done
 16 that because I know we need change.
 17 The other reason I know this is a
 18 change election is I spent the last three months
 19 on the phone with you, and you have told me that.
 20 Not only have you told me that, you have demanded
 21 it, and even people on the stage have.
 22 Donna Shalala, thank you so much for
 23 your service for this game. And after the
 24 failure to qualify for the World Cup, she tweeted
 25 out, We need a revolution. And I know you didn't

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1 and I grew up in a soccer culture, and they put
 2 me here. My club coach is out in the hallway
 3 with his son, and he was at my wedding. He's
 4 been in my life ever since he saw a player that
 5 loved this game and wanted to do anything to stay
 6 in it, and he supported me all the way. And
 7 Connecticut is supporting me today. It means a
 8 lot to me.
 9 And it brings me to my second point.
 10 This is a members-based service organization.
 11 The people up here on the stage are here to
 12 listen to you, and there was an objection, and
 13 Sunil said, We hear you. They do hear you. But
 14 they're not listening.
 15 We need a leader that starts
 16 listening to the membership. It's the tone I
 17 have set during my entire campaign. From day
 18 one, I was a listener, and there are heads
 19 nodding, because I have spoken to almost all of
 20 you, and first said, Thank You. You don't get
 21 thanked enough.
 22 But the state associations, you are
 23 what make us go. You are the lifeblood of the
 24 game. And we have to listen to you. And the
 25 progress plan that I put forward was a

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1 collaboration, and it showed what was possible
 2 when you get together. That World Cup bid, we
 3 deserve it. And the people on this stage have
 4 done an amazing job to build the most compelling
 5 bid for a World Cup. And getting that is
 6 essential.

7 But there were two words on there
 8 that it's hard for me to feel we can stand
 9 behind. Unity. The discontent didn't start a
 10 month ago. Didn't start two months ago. It's
 11 been there for awhile. And to not recognize that
 12 is emblematic of the fact that we've stopped
 13 listening. Can we unify again? Absolutely. I
 14 just saw an entire room stand up and unify
 15 against something that they're not getting and
 16 they should get and they deserve. And as a
 17 candidate, I say I'm going to give it to you,
 18 because you empower us as your elected official
 19 to serve you.

20 So another word, opportunity.

21 I had amazing opportunity. This game
 22 has given me absolutely everything in my life.
 23 But I was a bit lucky that I could afford that
 24 opportunity, that my parents could afford that
 25 opportunity. There are so many kids that don't

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1 (Applause.)
 2 MR. MARTINO: So, the fight has been
 3 happening, and Ford said, Getting people
 4 together, that's the beginning. Working
 5 together, okay, yeah, that's progress. Let's
 6 have progress. Let's have change. Push a button
 7 for change, everyone.

8 Thank you.
 9 (Applause.)
 10 PRESIDENT GULATI: Thank you, Kyle.
 11 Eric Wynalda, you are next.
 12 (Applause.)
 13 MR. WYNALDA: All of you -- how many
 14 of you are ready for this to be over? That will
 15 not happen to me -- the music -- this will be
 16 quick. I promise you that.

17 First and foremost, I want to thank
 18 my wife and my family for supporting me through
 19 this endeavor, because it has been -- and as
 20 you-all know, this has been quite an experience,
 21 and we've learned a lot from each other, as
 22 people who love this game, and I think we're
 23 better for it. I actually do.

24 We started a conversation, actually
 25 ten -- let's not forget Mark Warner, and God love

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1 have the opportunity to be involved in the
 2 greatest game on the planet, and there's a mass
 3 exodus of them out of our game, participation
 4 down 25 percent from last year. We're not
 5 listening.

6 That brings me to my last point.
 7 This is the greatest game on the
 8 planet. And it's come such a long way, and
 9 everyone in this room has done that. I have --
 10 this has felt like a family reunion -- and I
 11 thank you so much for doing that to grow this
 12 game, but we have to get the fun back in it. We
 13 have to make this game about the kids, about the
 14 grassroots, and empower associations to grow this
 15 game the way they have been doing it for years.

16 I knew the music was going to come
 17 for me, and you did too.

18 So let me just close with this. You
 19 are going to push a button right now. Let me
 20 humbly ask you to push "5" for change. You have
 21 asked for it. I know you want it. Empower me to
 22 fight for you. We have been fighting for a
 23 couple of months, and I will keep fighting if you
 24 push button "5," and I will fight against the
 25 music. Okay.

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1 him, Mr. Paul LaPointe. Stay off of Twitter,
 2 son, you really need to get off of that.

3 I'm also going to take this
 4 opportunity, although this has seemed, at times,
 5 to be a very tumultuous and engaging experience,
 6 I think Sunil Gulati deserves a ton of respect
 7 for what he has done. And at times, this has
 8 looked like a fight. And when I was in Dubai,
 9 and I met our president from FIFA, he told me,
 10 Fight right to the end. Fight right to the end.
 11 I didn't know what he meant when he said it, but
 12 I certainly understand that now.

13 But what I've also realized is that
 14 we have been in a fight with each other. The
 15 fight stops now. And not until we stop fighting
 16 with each other, and start fighting together are
 17 we going to be a soccer nation and are we going
 18 to be able to achieve and realize our potential
 19 as a soccer nation. We have it. We have the
 20 capability to be so much more. I think we've
 21 always known that.

22 The one thing I will ask you today, I
 23 think we have been all through the topics, I
 24 think we understand the magnitude of the decision
 25 today. It is about change. And we've heard that

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1 word revolution. This is not a revolution. This
 2 is an evolution.
 3 We have come a long way. I believe
 4 we've hit the ceiling, but that's not something
 5 that we should disparage. It's something we
 6 should celebrate. We are ready for a new
 7 chapter. We are. And I can see your faces. We
 8 all want the same thing, and we can be so much
 9 more.
 10 When this thing started, I had my
 11 ideas about who we are, and I've learned so much
 12 from you guys. You are wonderful people. You
 13 care about this game immensely. You have proven
 14 that time and time again. I could go through all
 15 the places I have been and the faces I have
 16 seen -- and we love this game. And if you do
 17 truly love this game, prove it. Prove it now.
 18 Take all of the factors that you are thinking
 19 about now. Think with your heart. Vote with
 20 your heart. I think it's pretty clear if we
 21 think with our mind right now, we'll overthink
 22 it, and that's where I think we got.
 23 Whatever happens today, we need to
 24 remind ourselves that we only have a future if we
 25 do it together. We can do that. We will do

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1 players, our futsal teams, our paralympic
 2 athletes, and our USF team, everyone.
 3 I have seen it firsthand from my own
 4 experiences, and I have heard from so many of
 5 you, throughout this election, how important
 6 change is to you.
 7 Your words and your passion for the
 8 game have inspired me and have been the driving
 9 force of my entire campaign. You are the ones
 10 that I represent, and you are the ones that I
 11 will fight for.
 12 For those of you who think the state
 13 of soccer today in the U.S. is good enough, then
 14 you should vote for more of the same.
 15 The establishment is backing two
 16 candidates, who represent continuity, who
 17 represent not change, and who will deliver more
 18 of the same: Failure on the pitch, chaos, and
 19 conflicts off of it, and not the progress that we
 20 need.
 21 The two establishment candidates,
 22 Carlos Cordeiro and Kathy Carter, haven't just
 23 been part of the system, they have created and
 24 shaped U.S. Soccer into what it is today.
 25 A vote for either one of them is a

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1 that, and it's really about belief.
 2 Okay. The music didn't start, so
 3 that will be the last you hear from me today.
 4 But there is a tomorrow. Let's make it a good
 5 one. Thank you. Good luck.
 6 (Applause.)
 7 PRESIDENT GULATI: Thank you, Eric.
 8 Seventh on the list, Hope Solo.
 9 Hope, come on up.
 10 (Applause.)
 11 MS. SOLO: Ladies and gentlemen, when
 12 I decided to run for the office of the
 13 presidency, I did it because I couldn't stand by
 14 and watch the sport I love, this beautiful game,
 15 continue to fail the people it was supposed to
 16 serve.
 17 As I stand before you today, with one
 18 last opportunity to address you before the
 19 election, I feel like I have said everything
 20 there is to say, and I have outlined it in detail
 21 in a complaint that I filed with the USOC,
 22 because I believe the Federation has lost its way
 23 and has forgotten its fundamental obligation as a
 24 National Governing Body to develop the sport for
 25 all, our youth, our adults, our recreational

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1 vote for the status quo, disunity, discord and
 2 more failure.
 3 I was a player for nearly 20 years,
 4 and I saw firsthand what Carlos Cordeiro, what
 5 Carlos Cordeiro's idea of change is. You cannot
 6 as a vice-president claim that you are the lone
 7 voice of change while all of this happens under
 8 your watch. And you, as delegates, cannot buy
 9 that. He was part of the Federation that
 10 generated millions of dollars on the backs of its
 11 players and much of it on the backs of its
 12 women's players, who have been the economic
 13 engine in this Federation for years, yet treated
 14 like second-class citizens.
 15 In 2015, as the best goalkeeper in
 16 the world, I had to play 23 games, win a World
 17 Cup, and win the Golden Globe, the Golden Glove,
 18 only to make \$40,000 less than Tim Howard, who
 19 only had to play eight games and win nothing in
 20 his World Cup year.
 21 He was part of the Federation that
 22 could have been the first in the history of the
 23 sport to pay its women equally. Instead, that
 24 honor goes to Norway, while the U.S. Women, the
 25 most successful team ever, has to force it

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1 through the court system.
 2 He was part of the same Federation
 3 that time and time again approved unsafe playing
 4 conditions for the women who still play on turf
 5 while the men play on grass. He was part of the
 6 Federation that thinks it's acceptable for a
 7 female player in the NWSL to make less than
 8 \$10,000 a year and have to take a second or third
 9 job just to fulfill her dream of being a
 10 professional athlete.
 11 He was part of the same federation
 12 that leaves me with no health insurance. No
 13 retirement of any kind, after serving my country,
 14 as the best in the world for 20 years.
 15 For ten years, Carlos Cordeiro was in
 16 a position to create change, and he did nothing.
 17 He failed me. He failed my teammates, and he
 18 failed the women of the NWSL, the Boston
 19 Breakers, who just folded weeks ago, while the
 20 Federation did very little to stop it.
 21 Yes, I'm passionate about equality.
 22 I'm passionate about building an underdeveloped
 23 women's game, not just because it's the right
 24 thing to do, but because it's good business. Yet
 25 the business women among the candidates, Kathy

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1 votes. If we want the change we all speak about,
 2 your choice must be a true change candidate.
 3 Never before have we had this opportunity to
 4 transform soccer.
 5 Today, please don't fail our youth.
 6 Our women, our young girls, are underrepresented
 7 in communities, and please don't fail yourselves
 8 by failing to act.
 9 Thank you.
 10 (Applause.)
 11 PRESIDENT GULATI: Okay. Thank you,
 12 Hope.
 13 Carlos Cordeiro.
 14 (Applause.)
 15 MR. CORDEIRO: Good morning everyone.
 16 We're all here for the same reason.
 17 We all love this game, and whoever wins this
 18 election, we need to come together to make soccer
 19 in America the very best it can be.
 20 We have made progress, but we need to
 21 make more. Today the status quo is unacceptable.
 22 U.S. Soccer needs to change. Transformational
 23 change.
 24 This vote comes down to one simple
 25 question. Who can actually deliver that change?

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1 Carter, who proclaims that she is all in on the
 2 women's game, never once showed any kind of
 3 support for us during our fight for equal pay.
 4 As the highest-ranking female soccer executive in
 5 America, whose voice could have meant something,
 6 Kathy Carter was silent. She calls for equal pay
 7 and transparency. Yet when the two United States
 8 Senators asked Soccer United Marketing under
 9 Kathy Carter for a breakdown of revenue for the
 10 Men's and Women's National Teams, she refused.
 11 We are better than this.
 12 Ladies and gentlemen, I ask you, open
 13 your eyes and your hearts and do what you know is
 14 right. Throughout this campaign, I have
 15 encouraged and implored those of you with power
 16 to make change, to use that power. And I issue a
 17 direct challenge to every council before me: We
 18 can't be here four years from now realizing we
 19 made big mistakes. You must use the power of
 20 your vote to once and for all bring down this
 21 failed system of governance that is nothing less
 22 than self-interest.
 23 I ask again, what will you do with
 24 your vote? If we want and desire vast and
 25 necessary changes, we must demand it with our

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1 I'm the only candidate with the experience, the
 2 independence, the vision, and the plan to hit the
 3 ground running on day one and deliver the change
 4 we need.
 5 We need a president with experience.
 6 For eight years, I was your independent director.
 7 As your vice-president, I worked hard to improve
 8 oversight and accountability.
 9 As your president, I would be in a
 10 position to bring about even more reform. And
 11 with over 30 years in business, I know how to
 12 deliver results.
 13 We also need a president who's
 14 independent, with no conflicts of interest.
 15 Those of you who know me well know that I'm
 16 fiercely independent. I will serve all members
 17 fairly and with integrity.
 18 We need a president with vision. I
 19 believe we have a once-in-a-lifetime opportunity
 20 to make soccer the preeminent sport in America,
 21 and for that, we need to dramatically increase
 22 our budget. We need to aim higher on par with
 23 other countries who have budgets of upwards of
 24 \$500 million a year. To achieve this vision, we
 25 need a plan.

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1 First and most immediately, we
 2 absolutely must win our bid to cohost the Men's
 3 World Cup in 2026. Along with hosting the women
 4 in '27, it will be an extraordinary opportunity
 5 to transform soccer in America. It will generate
 6 hundreds of millions of dollars to invest in our
 7 players. It will reenergize our grass roots and
 8 inspire a new generation of girls and boys.
 9 I'm the only candidate who is on the
 10 board of the United Bid Committee, the CONCACAF
 11 Council, and FIFA's stakeholders committee.
 12 I will be relentless in the pursuit
 13 of this bid.
 14 Second, we have to dramatically grow
 15 our grassroots. We need to invest more in adult
 16 programs, so more Americans make soccer their
 17 game for life.
 18 For our youth, we need to level the
 19 playing field for all competitors. I will make
 20 sure that U.S. Soccer is your partner, not your
 21 competitor. We need to work together to bring
 22 the millions of unaffiliated youths into our
 23 ranks. But for that, we have to make soccer more
 24 affordable, reduce the cost of coaching
 25 education, and recruit and entertain more

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1 I will listen. I will be inclusive. And I will
 2 work with you to deliver the change we need
 3 together as one united soccer community.
 4 I'm asking for your vote, and I will
 5 be honored to have your support. Thank you.
 6 (Applause.)
 7 PRESIDENT GULATI: Okay. Just one
 8 correction. There was a slight disagreement
 9 between some of our folks on the rules. The
 10 automatic, what's in the rules now, is the bottom
 11 person drops out after the third round. So we
 12 will have completed three rounds, and someone has
 13 to drop out. That's the automatic one.
 14 If anybody wants to drop out, because
 15 they're not in the top 2, 5, 6, 7, they can do
 16 that. If they do it in that way, if they
 17 withdraw, their name is not on the board, and you
 18 can't vote for them. In that fourth round, where
 19 somebody is automatically out, if we're going
 20 that long, then you could still vote for them,
 21 but their name is not on the board.
 22 Okay. So unless there's any
 23 questions, I think, we are ready to start the
 24 process of the first ballot.
 25 MR. KEPNER: Sunil, this is Bob. I

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1 referees. And we need multiple pathways to
 2 develop the next generation of elite players.
 3 That includes a well-funded ODP for all our
 4 members.
 5 Third, we need to continue to invest
 6 in world-class national teams. We have to find
 7 the very best general managers for our women and
 8 our men, because soccer operations should be run
 9 by soccer experts. We have to reset how we work
 10 with our national team players. Our teams should
 11 never again question our commitment to equal pay
 12 and equal resources, and we have to increase
 13 support for all our national teams, our
 14 incredible paralympians, beach, futsal, deaf, and
 15 power athletes. We have to continue to
 16 strengthen our men's professional leagues in all
 17 divisions and build the NWSL into the strongest
 18 women's league in the world.
 19 Finally, all these priorities depend
 20 on leadership that is open and inclusive, where
 21 we work with all our members before decisions are
 22 made, and where we make equality and diversity a
 23 priority across our Federation.
 24 I want to close by making a promise.
 25 If elected, I will be your partner.

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1 will just give a little -- after you finish your
 2 statement now, I will give a little review of how
 3 it will proceed, the voting, okay.
 4 PRESIDENT GULATI: You meant in the
 5 middle of my statement?
 6 All right. You are good, Bob. Let's
 7 go ahead. I'm done.
 8 MR. KEPNER: Okay. Thank you. Well,
 9 we'll first display all eight candidates, 1
 10 through 8. The numbers will be indicated, and
 11 then that's when you will start, as soon as the
 12 display goes on to the screen.
 13 Again, as I stated, when I was up
 14 above on the stage, I will be seeing, along with
 15 the independent monitor here, election monitor
 16 and the keypads vendor, we will see the number
 17 going up. There are 507 keypads, so we are going
 18 to be looking to see that. When voting stops, at
 19 that point, I will wait just very briefly, and I
 20 will start counting 5, 4, 3, 2, 1, 0, and I will
 21 say, Stop. You will see it on the screen as
 22 well.
 23 There will, at that point be a slight
 24 delay, because the independent election monitor
 25 wants to verify that the total number of votes

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1 that are displayed are not in excess of the total
 2 votes available.
 3 So I just wanted to explain to you
 4 that there will be that slight delay, and then
 5 we'll display.
 6 Okay.
 7 PRESIDENT GULATI: Bob, one question
 8 that's been asked. What we're going to see on
 9 the display, will it be raw totals, percentages,
 10 or both?
 11 MR. KEPNER: Both.
 12 PRESIDENT GULATI: Thank you. So
 13 it's over to you, Credentials Committee, to start
 14 this at your will.
 15 MR. KEPNER: Yeah, actually, the
 16 independent election monitors pointed out, it
 17 will be weighted, this vote.
 18 PRESIDENT GULATI: Weighted votes.
 19 MR. KEPNER: Okay. Thank you.
 20 PRESIDENT GULATI: So we're ready,
 21 Robert?
 22 MR. KEPNER: We are ready.
 23 PRESIDENT GULATI: So put the names
 24 on the board.
 25 MR. KEPNER: And you can start

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1 on their screen.
 2 PRESIDENT GULATI: Everyone has got a
 3 "received"?
 4 (Pause in proceedings for voting.)
 5 MR. KEPNER: Okay. Sunil, here's
 6 where we stand -- and folks, here's where we
 7 stand, not just Sunil listening, but everybody --
 8 we presently have 411 of 507 keypads reporting.
 9 We do not consider that to be adequate. And we
 10 are feeling here at this point, with the keypads
 11 and the system that we should cancel these and
 12 restart again.
 13 PRESIDENT GULATI: All right. Bob,
 14 can -- hang on -- from operating this, in some
 15 systems when you push a number, the same number a
 16 second time, push your last entry, it seems on
 17 these, if you push a second number, you get 24,
 18 for example, or 33, so should people only be
 19 pushing one and then hitting send? So -- go
 20 ahead -- okay.
 21 So we're going to restart it. You
 22 are going to hit one number, and if you want to
 23 delete that number, you hit delete, which is very
 24 different on a different system, and put in the
 25 new number, and then hit send and have received,

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1 voting. You can begin voting.
 2 PRESIDENT GULATI: A lot of people
 3 are getting the screen that says, Please vote,
 4 even after you push the button.
 5 MR. KEPNER: We're getting -- it's
 6 clicking along here.
 7 UNIDENTIFIED SPEAKER: You have to
 8 press "send."
 9 MR. KEPNER: The votes are coming in,
 10 assuredly, I will tell you that.
 11 PRESIDENT GULATI: After you put your
 12 vote, hit "send," it will say "received."
 13 MR. KEPNER: You do not have to press
 14 "send." It will say "received" on the screen.
 15 PRESIDENT GULATI: Right, and it only
 16 does that when you hit send.
 17 MR. KEPNER: Go ahead and do it both
 18 ways.
 19 For those of you who have not voted,
 20 press your number and press send.
 21 PRESIDENT GULATI: Bob, is the period
 22 over?
 23 MR. KEPNER: No. The keypad vendor
 24 has told me that everybody who has successfully
 25 transmitted a vote will see the word "received"

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1 and, hopefully, we will get better than 80
 2 percent response from people in the room, okay.
 3 MR. KEPNER: I'm going to repeat
 4 exactly what Sunil said, just for the sake of
 5 emphasis.
 6 Press your number, and then press
 7 send, and then you will see "received" on
 8 the face of --
 9 PRESIDENT GULATI: Tell us when we
 10 start.
 11 MR. KEPNER: Begin now.
 12 (Pause in proceedings for voting.)
 13 PRESIDENT GULATI: Okay. Now, we've
 14 got a few more.
 15 MR. KEPNER: It is clearly working;
 16 500 of 507 have voted. Begin voting now.
 17 Closing 5, 4, 3, 2, 1. Stop.
 18 PRESIDENT GULATI: Robert, you will
 19 give us a warning when these are about to come
 20 up?
 21 MR. KEPNER: Yes, I will.
 22 PRESIDENT GULATI: I'm just looking
 23 at the FIFA abridged Robert's Rules of Order, and
 24 apparently, if it's not up within a minute, the
 25 incumbent retains the seat.

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1 (Applause.)
 2 MR. KEPNER: The results will be
 3 displayed now.
 4 PRESIDENT GULATI: Okay. The
 5 results -- obviously, we do not have a winner,
 6 and we will go to Round 2.
 7 If any of the candidates would like
 8 to approach me and indicate a lack of desire to
 9 continue, do so in the next minute. If not --
 10 I'm sorry?
 11 MR. RUBENSTEIN: Sunil -- why do we
 12 get 121,652 votes? Weighted, we only need
 13 12,000, and some odd --
 14 UNIDENTIFIED SPEAKER: Yeah, it was
 15 12,000 --
 16 MR. RUBENSTEIN: Read what it says up
 17 there.
 18 PRESIDENT GULATI: I got it. I got
 19 it.
 20 So these are --
 21 MR. KEPNER: So let me explain that.
 22 PRESIDENT GULATI: -- throw out the
 23 decimals.
 24 MR. KEPNER: That's really
 25 representing 1216.52, on a weighted basis, that's

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1 PRESIDENT GULATI: We're starting in
 2 one minute. Please grab a seat.
 3 Okay. We're just about ready to get
 4 started. If you could take your seats please.
 5 If you weren't in the room before --
 6 are we back in session yet? Okay. So we are
 7 starting up again. If you were not in the room,
 8 Mr. Caligiuri has withdrawn and thanked the group
 9 for its support and for listening to him.
 10 (Applause.)
 11 PRESIDENT GULATI: So his name is no
 12 longer on the list, and we are now, 2 through 8.
 13 Mr. Kepner, it's back over to you to
 14 open the voting at your will.
 15 MR. KEPNER: Okay. Just again a
 16 review that when I say start voting, then you
 17 press your vote number. Press the word "send,"
 18 and the word "received" should appear on your
 19 monitor. Let's begin voting now.
 20 (Pause in proceedings for voting.)
 21 PRESIDENT GULATI: Put Mr. Kepner's
 22 mic on please.
 23 MR. KEPNER: We'll start counting
 24 down now. 5, 4, 3, 2, 1. Stop.
 25 PRESIDENT GULATI: Okay. And as

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1 correct, so that's the combination between the
 2 system of the keypads and our systems. So
 3 there's -- they take our number and actually
 4 multiply it by 100, so that's why it's showing
 5 that.
 6 PRESIDENT GULATI: So it's 441.43,
 7 whatever you just said is right.
 8 Okay. We go into the percentages.
 9 So we will go -- I'm sorry. We have
 10 15 minutes between rounds, and those, in the
 11 first five minutes, if you would like to
 12 withdraw, please come and see me. Otherwise, we
 13 will start again with the second round of voting
 14 in 15 minutes from now.
 15 Bob, can we please leave the results
 16 on the board? Leave the results on the board.
 17 Thank you.
 18 (Pause in proceedings for caucus.)
 19 PRESIDENT GULATI: Okay. Just for
 20 the group, so you know, as well as Mr. Kepner, we
 21 have one official withdrawal. Paul Caligiuri is
 22 withdrawing and thanks the group for its
 23 attention and support.
 24 (Applause.)
 25 (Pause in proceedings continued.)

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1 previously mentioned, this will take a minute or
 2 so.
 3 MR. KEPNER: Correct.
 4 PRESIDENT GULATI: Although again,
 5 looking at these rules on the second round, under
 6 the FIFA rules, it's 30 seconds where the
 7 incumbent retains -- actually, under the FIFA
 8 rules, the incumbent always retains.
 9 (Applause.)
 10 MR. EDWARDS: That's the only rule.
 11 PRESIDENT GULATI: That is the only
 12 rule. Thank you, Michael --
 13 MR. RUBENSTEIN: -- you haven't
 14 carried a (inaudible).
 15 PRESIDENT GULATI: -- still got to
 16 have fun. It's a sport, guys.
 17 MR. KEPNER: We'll display now.
 18 PRESIDENT GULATI: Okay. We still do
 19 not have a winner. Some changes, obviously.
 20 So there is no automatic dropout in
 21 this round. The only dropout is if someone
 22 volunteers to do so. So we will proceed to the
 23 next round, the third around. After that next
 24 round, the bottom two will, in fact, drop out.
 25 The only way someone drops out here is if it's on

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1 a voluntary and willing basis.
 2 So we will start a 15-minute break
 3 again, and if anyone wants to drop, I am at the
 4 microphone.
 5 MR. KEPNER: And, Sunil, based on
 6 your earlier statement, we will leave that on the
 7 screen now, correct?
 8 PRESIDENT GULATI: Yes, thank you.
 9 Leave that up there for a couple of minutes. I
 10 think that's a good idea.
 11 MR. KEPNER: Thank you.
 12 (Pause in proceedings for caucus.)
 13 PRESIDENT GULATI: Ladies and
 14 gentlemen, quick announcement. Michael Winograd,
 15 who is here with me, has decided to withdraw and
 16 wants to thank you for your support and listening
 17 to him. Thank you, Michael.
 18 (Applause.)
 19 (Pause in proceedings continued.)
 20 PRESIDENT GULATI: Ladies and
 21 gentlemen, we have one additional announcement.
 22 Mr. Gans is withdrawing and thanks you for his
 23 support and listening to this process.
 24 (Applause.)
 25 PRESIDENT GULATI: So in this round,

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1 same system that we used before. Press your
 2 number, press the word "send" and the word
 3 "receive" should appear.
 4 Okay. We're ready to display. Begin
 5 voting.
 6 PRESIDENT GULATI: If you hit a
 7 number of who is no longer in contention, it will
 8 be counted as an abstention.
 9 MR. KEPNER: Correct. So begin
 10 voting now.
 11 (Pause in proceedings for voting.)
 12 MR. KEPNER: I will start the count
 13 down now, 5, 4, 3, 2, 1. Stop.
 14 Display the results.
 15 (Applause.)
 16 PRESIDENT GULATI: Ladies and
 17 gentlemen, we have a new president. Mr. Carlos
 18 Cordeiro is your elected president, and he will
 19 get a few minutes at the microphone here.
 20 (Standing applause.)
 21 MR. CORDEIRO: Well, I'm a bit
 22 overwhelmed, to say the least. Just a few thank
 23 yous. To those of you who supported me today,
 24 thank you very, very much. This is incredibly
 25 humbling. I want to thank all the candidates for

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1 Mr. Gans and Mr. Winograd have both dropped out.
 2 (Pause in proceedings continued.)
 3 UNIDENTIFIED SPEAKER: Ladies and
 4 gentlemen, two minutes until the caucus
 5 concludes. Two minutes.
 6 MR. KEPNER: I do want to remind you
 7 that it's only persons with red lanyards that are
 8 allowed in the delegate area.
 9 PRESIDENT GULATI: Okay. Are we
 10 ready to roll, Robert?
 11 MR. KEPNER: Yes.
 12 PRESIDENT GULATI: So what you just
 13 saw on the screen, as I mentioned, Mr. Gans and
 14 Mr. Winograd will not be on the board. There
 15 will be five candidates, and after this round, if
 16 we do not have a winner, the bottom person will
 17 automatically drop out whether they wish to or
 18 not, right?
 19 MR. KEPNER: Yes.
 20 PRESIDENT GULATI: Off the screen.
 21 MR. KEPNER: Off the screen, right.
 22 Also a reminder, be sure that you use one of the
 23 buttons associated with a digit, in this case, 4,
 24 5, 6, 7, 8. Don't accidentally push 1, 2, or 3.
 25 So be sure to use the right one. And again, the

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1 a spirited campaign. All of you, thank you.
 2 (Applause.)
 3 MR. CORDEIRO: I would like to thank
 4 Sunil and our board for their tireless service;
 5 Sunil for introducing me to the game ten or
 6 eleven years ago. To those of you who didn't
 7 vote for me, I'm going to work to earn your trust
 8 and your support over the next four years. I
 9 promise you, I'm going to work together with all
 10 of you to bring us together as one united soccer
 11 community. Let's all leave this room today with
 12 that in mind.
 13 Thank you very, very much.
 14 (Applause.)
 15 PRESIDENT GULATI: Thank you, Carlos,
 16 congratulations, and congratulations and thanks
 17 to all of the candidates for making the effort.
 18 Never easy to engage in these processes, so thank
 19 you for that.
 20 We are just a couple of minutes away
 21 from Good of the Game, and I think I will take
 22 the opportunity to go first on that. And then we
 23 can go to anyone else, and I --
 24 MR. RUBENSTEIN: -- the rules, to
 25 elect the vice-president?

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1 PRESIDENT GULATI: No. Thank you for
 2 asking. We'll talk about the processes for that
 3 if we need to.
 4 A couple of things. One, is I didn't
 5 recognize, because I didn't know he was here
 6 earlier, we've got a couple of guests from
 7 outside the country.
 8 Anton, where are you are? Anton
 9 Sealey, in back.
 10 (Applause.)
 11 PRESIDENT GULATI: And, Bruce Blake,
 12 where are you? Bruce, where are you?
 13 (Applause.)
 14 PRESIDENT GULATI: So some of you
 15 have met them before. Bruce is the vice
 16 president of the Caribbean Futbol Union and the
 17 vice-president of the Cayman Islands Futbol Union
 18 or Association. Anton has been the long-time
 19 president of the Bahamian Federation, put on the
 20 Beach World Cup. Anton is also the person
 21 several years ago, who was faced with a very
 22 difficult, impossible, easy decision, when
 23 confronted with illegal activity in front of him,
 24 and the activity, the decision, was easy for him,
 25 which was do nothing, do the wrong thing, and do

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1 friendship. Alec Papadakis, friend for many,
 2 many years. Thank you for what you have done and
 3 your friendship. My friends from Connecticut,
 4 especially Kathy Zolad, who is here, long-time
 5 friend. Had a field named after her at the
 6 University of New Haven. Al Bell, who is not
 7 here, who got me involved in the game. My
 8 friends from Eastern New York, especially, Sal
 9 and Peter and Richie. Two friends from North Texas,
 10 who were absolutely terrific in this
 11 process, David and Billy, thank you.
 12 Some relatively new friends, Steve
 13 Malik, who has become a great friend, is an owner
 14 in the NWSL and the USL. Curtis from Western New
 15 York, fairly recently, Bill Nuttall, Terry
 16 Fisher, Francisco Marcos, from kind of one plan
 17 in my life. Carlos Bocanegra, who has been a
 18 good friend for many years. Scott LeTellier, who
 19 I mentioned earlier, was my boss at the World
 20 Cup, brought the World Cup here. He and I
 21 actually wrote a few plans, and there will be
 22 some people in the room that would be shocked or
 23 pleased to know that 30 years ago in
 24 Philadelphia, during the 75th Annual General
 25 Meeting, Scott and I wrote a plan for promotion

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1 the right thing, and do the right thing meant
 2 take nothing. Report what happened.
 3 And in one of the cases, this very
 4 famous case of what happened in Trinidad with
 5 \$40,000 being handed out to a number of people,
 6 Mr. Sealey is an absolute hero in that process.
 7 So, Anton, on behalf of all of us, thank you for
 8 what you did to clean up the game.
 9 (Applause.)
 10 PRESIDENT GULATI: Anton, take a bow,
 11 man.
 12 (Applause.)
 13 PRESIDENT GULATI: One of the best
 14 people you will meet in the game anywhere. So
 15 thank you both for coming.
 16 I want to thank a number of people,
 17 and most of them are here, and I won't thank too
 18 many that aren't here, because it would take too
 19 long, and then they're sort of in different
 20 groups, long-time friends, long-time supporters,
 21 people that were supporters before October 11th,
 22 and after. People that wrote letters for me and
 23 reconfirmed those after.
 24 Burt Haimes, friend for a long time.
 25 Thank you for your service, and for your

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1 and relegation of the United States.
 2 Mike Edwards, long time, very, very,
 3 loyal president -- vice-president, thank you.
 4 Richard Groff and his wife, Maggie.
 5 My friends from Major League Soccer, obviously,
 6 Mark Abbott and others that are here. The board,
 7 certainly, everyone on the board has been very,
 8 very good. I will mention, obviously, Dan who
 9 has been a partner for many years in all of this,
 10 and I will address the staff from U.S. Soccer
 11 next week in a different setting in a different
 12 way.
 13 And obviously Don Garber. And these
 14 days, I worry about whether saying we are close
 15 and have had a great partnership means that it is
 16 evidence somewhere. I'm not worried about that.
 17 We have had a great partnership. We have been
 18 great friends. What he has done for the sport in
 19 20 years, 19 years at Major League Soccer is
 20 viewed outside of our world as one of the best
 21 commissioners in sports, one of the best sports
 22 leaders across the board.
 23 (Applause.)
 24 PRESIDENT GULATI: And what Major
 25 League Soccer has done in that period of time is

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1 outstanding. So to think that there is any --
 2 not "any" -- we're all due for some criticism.
 3 The sort of criticism I see on social media or
 4 elsewhere is just mind-boggling to me.
 5 And lastly and in many ways most
 6 importantly, two last thank yous. One is to my
 7 wife, who is here. I can't say unequivocally
 8 that she has suffered while I have been on the
 9 road all that time. I think there's parts of it
 10 that were just fine for her. But she has been so
 11 supportive beyond belief. It would be hard for
 12 me to express all of that. Plus, she happens to
 13 be Mexican-born and a Mexican national, which
 14 leads to some interesting discussions at various
 15 points. The good news is there that she curses
 16 in Spanish, and my Spanish curses aren't -- I
 17 don't understand what she says -- a few of you
 18 friends that have cursed me in Spanish that
 19 understand I know exactly what you are saying,
 20 please don't let her know that.
 21 So thank you, Marcela, love of my
 22 life.
 23 (Applause.)
 24 PRESIDENT GULATI: There are a few
 25 people in the room that I think should still

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1 some people in the room are executive directors,
 2 so you do get paid -- but when I look around,
 3 most of you are not, and you do this hours,
 4 dozens of hours, hundreds of hours, thousands of
 5 hours, every year for many years, and hopefully,
 6 we can get you involved in the World Cup effort, if
 7 that's successful, and a little bit of the
 8 glory that goes along with that, again, as a
 9 volunteer, and I know most of you will want to do
 10 that. And we will get you involved in other ways, as
 11 long as June 13th goes our way, and I'm convinced it
 12 will.
 13 So thank you for helping us get the
 14 sport -- for allowing us to partner with you in
 15 getting the sport to where it is today. And
 16 thank you in advance for helping us take the
 17 sport to even further heights in the next few
 18 years.
 19 Thank you.
 20 (Standing applause.)
 21 PRESIDENT GULATI: Thank you. So,
 22 not surprisingly, given the age profile, the life
 23 members sat first. I noticed that.
 24 Okay. Good of the Game? Anyone and
 25 everyone. If anyone has got a Good of the Game,

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1 probably stay away from her today. I'm going to
 2 leave that for you to think about.
 3 And lastly, most importantly, we are
 4 where we are, as I mentioned at the beginning of
 5 my first set of comments, through dozens of years
 6 of work by a lot of people. Some of you are here
 7 for the first time, but you have been working at
 8 home, making the sport what it is.
 9 We couldn't possibly, the sport where
 10 it is now, couldn't possibly do what it does, be
 11 where it is, without volunteer hours. It would
 12 just be too expensive. We couldn't do it.
 13 So to think that we would make everyone a
 14 professional, and we're not that, in the backbone of
 15 the game, and so many places across the country, even
 16 if you have got an executive director, even if you
 17 have got a CEO that's paid, or a club CEO that's
 18 making \$150,000 and you are a volunteer running a
 19 different club saying, Wow, that's not particularly
 20 fair. That's where most of us started. I went in
 21 reverse. I started when I was very young, and then I
 22 stayed involved later on when my kids played and they
 23 loved the sport.
 24 So, really, from the bottom of my
 25 heart, thank you for everything you do -- and

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1 and we are adjourned after that. David?
 2 MR. GUTHRIE: Dave Guthrie, Indiana.
 3 Just want to take this moment to
 4 thank the candidates. The high value that they
 5 brought to this process, the turning over of
 6 every stone to expose our good and our bad was
 7 extremely valuable. And I would like to remind
 8 them that there's an open seat on the board as
 9 vice-president. And also extend to Carlos,
 10 congratulations, and realize that there's a
 11 tremendous amount of talent that were your
 12 campaign partners. You don't have to look a lot
 13 further to get more people involved in the game.
 14 Thank you.
 15 (Applause.)
 16 PRESIDENT GULATI: Mr. Edwards.
 17 MR. EDWARDS: Mike Edwards, life
 18 member, losing candidate in a USSF election once.
 19 I will speak on behalf of an
 20 interesting crew that you actually don't know
 21 were in the room because you would be surprised
 22 how many of us sitting around here have lost an
 23 election in this room. You really would be
 24 surprised.
 25 And I would ask you to stand up, but

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1 then you're going to be pissed off at me that I
 2 embarrassed you in front of your friends.
 3 PRESIDENT GULATI: Why don't you just
 4 stand on their behalf, Mike.
 5 MR. EDWARDS: I will stand on their
 6 behalf.
 7 PRESIDENT GULATI: They're all behind
 8 you.
 9 MR. EDWARDS: But what it made me
 10 think about, while I was watching this procession
 11 of all of my friends over there, I've talked to
 12 every one of you, and Evonne and Leroy and I did,
 13 and if you looked around the room at those of us
 14 who've lost, we have been coming back for 10,
 15 20 years. I know one of us has been back here
 16 since 1998. And it doesn't feel good to lose an
 17 election. I felt bad for about three seconds.
 18 And then I went and took my tie off, and I felt a
 19 lot better, as you may notice today.
 20 But I would echo what Dave said to
 21 Carlos, and I direct it at my friends over there:
 22 Please come back. Please get into a member
 23 organization. Please come sit with us next year.
 24 What you have discovered while you
 25 have been out mining through membership and

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1 nonprofit organizations be better in a variety of
 2 ways, just to see what topic areas they recommend
 3 should be covered. I came up with a list of
 4 about 50 to 60 different policy topic areas. I
 5 went to look to see if I could find what our
 6 policies were for each of those topic areas. I
 7 was only able to find policies available for 23
 8 of those topic areas. That doesn't mean that
 9 there aren't some sitting in Chicago in a filing
 10 cabinet somewhere.
 11 So, for example, couldn't find a
 12 cyber security policy. Couldn't find a privacy
 13 policy. Couldn't find a record, retention and
 14 destruction policy. Couldn't find a
 15 confidentiality policy. I won't go on with the
 16 list.
 17 My point is that we, as National
 18 Council members, need to be engaged in
 19 policy-making. If we want change in the
 20 organization, we can propose policies.
 21 Cal North will be proposing a
 22 transparency policy. It may go somewhere, it may
 23 not, but we all need to engage in this process
 24 more than we have been in the past to make this
 25 organization even better than it currently is.

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1 getting people to talk to, it's hard to get
 2 people to talk to you in a forum like this. When
 3 you sit down with them one-on-one, they will tell
 4 you a whole lot of stuff they're not going to say
 5 up here. I speak from experience.
 6 Please come back and join us again
 7 next year. I think I could speak for my friends.
 8 We would love to have you back.
 9 (Applause.)
 10 PRESIDENT GULATI: Thanks, Michael.
 11 Chris Ahrens -- no. Somebody on the
 12 other side? Yes, go ahead.
 13 MR. MOORE: Tom Moore. Tom Moore,
 14 Cal North.
 15 Quick question and then a slightly
 16 longer comment. Since we're all national
 17 delegates, we have a bit of a fiduciary duty, and
 18 so I'm wondering when the 2017 financial audit
 19 might be released, that's the question.
 20 And then a comment. Part 8 of USSF
 21 Bylaw 301 says, The National Council shall have
 22 the authority to adopt policies and rescind or
 23 amend policies adopted by the board.
 24 I went to some of the web sites of
 25 nonprofit organizations that exist to help other

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1 So thank you very much.
 2 PRESIDENT GULATI: Point taken on the
 3 second. And the first question, Eric Gleason.
 4 MR. GLEASON: Sure. The audit is
 5 ongoing right now with BDO. They're nearing
 6 completion. Taking longer than previous years as
 7 we consolidate the results of both U.S. Soccer
 8 and Copa America.
 9 PRESIDENT GULATI: Any estimate?
 10 MR. GLEASON: Timeline, we're hoping
 11 within the next 30 to 45 days.
 12 PRESIDENT GULATI: Okay. Gus.
 13 MR. BENDER: Gus Bender, Illinois
 14 Youth Soccer.
 15 This past year, we lost a great
 16 visionary and a great volunteer involved in
 17 soccer, Julius Roth. He was involved as one of
 18 the founders of USYS, also Illinois Youth Soccer,
 19 and the most important part of it, he started a
 20 Women's league, which is one of the largest now
 21 in Illinois with over 1200 teams. And he was a
 22 great visionary. And I just wanted to recognize
 23 him here at this forum.
 24 Thank you.
 25 (Applause.)

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1 PRESIDENT GULATI: Thank you, Gus.
 2 Now we go to Chris; sorry. We're
 3 going to go back and forth. Chris, you are up
 4 next.
 5 MR. AHRENS: Thanks, Sunil. I will
 6 be brief. From the Athletes Council and
 7 representing athletes, we want to thank you for
 8 all your years of service. There's no doubt that
 9 the National Team programs took massive steps
 10 forward under you, and so we just wanted to thank
 11 you for all those years. We know you will still
 12 be sitting on the board, but we may have not
 13 always agreed with your decisions, but looking at
 14 the sum of everything that you've done, there's
 15 no doubt that you have made it better for us.
 16 So thank you.
 17 PRESIDENT GULATI: Thank you.
 18 (Applause.)
 19 PRESIDENT GULATI: We switch over.
 20 Thanks guys, thank you.
 21 MR. BOLLINGER: Jim Bollinger,
 22 Eastern Pennsylvania Soccer Association.
 23 Three brief things. First of all, on
 24 behalf of the Adult Association in Eastern
 25 Pennsylvania, thank you, Sunil, for all your

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1 all love so much and the game that is so
 2 important to all of us.
 3 I would also like to express thanks
 4 to Dr. Bob and to Donna Shalala for their years
 5 of service as well. I know that we have moved
 6 forward, and it's now an opportunity for us to
 7 move forward with Carlos at the helm, and we're
 8 looking forward to working with Carlos.
 9 And finally I would like to also
 10 thank the candidates. It was a very important
 11 election, and I believe that the candidates all
 12 presented themselves very professionally and ran
 13 a great campaign.
 14 Now, I hope that there is a place for
 15 all of us to continue working together.
 16 Thank you very much.
 17 (Applause.)
 18 MR. PAYNE: Kevin Payne, U.S. Club
 19 Soccer.
 20 On behalf of my organization, but
 21 also on my own behalf, I just wanted to say a
 22 couple of quick words, somewhat redundant. We're
 23 all feeling, many of us, the same emotions here
 24 today. It's a very transitional meeting, and
 25 that happens every once in awhile, not all the

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1 blood, sweat, and tears, hard work, and effort
 2 over the past 12 years.
 3 Secondly, thank you to all the
 4 candidates.
 5 As Mike Edwards said, hopefully, you
 6 will get involved and contribute and not just
 7 disappear. I thank you on behalf of my
 8 organization for all your hard work and efforts
 9 also over the last several months.
 10 And last but not least, Sunil, to
 11 offset an impolitic comment you made earlier in
 12 the presentation when you referenced Mr. Kraft
 13 and the New England Patriots -- Fly Eagles Fly.
 14 (Applause.)
 15 PRESIDENT GULATI: Wow. Okay. That
 16 hurt. That hurt. But you know what hurts more
 17 is when I'm wearing those five Super Bowl rings,
 18 and I got to walk around. All right. Derek.
 19 MR. BARRAZA: I'm wondering how it is
 20 you have Super Bowl rings, but we'll talk about
 21 that later.
 22 Derek Barraza, Cal South.
 23 And on behalf of Cal South Youth and
 24 Adults, I would like to thank you, Sunil, for
 25 your years of service to the institution that we

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1 time.
 2 I would like to thank a couple of
 3 people who are going to be leaving the stage. I
 4 want to start by thanking Donna Shalala, one of
 5 the most distinguished public servants in America
 6 over the last 25 years. I'm not sure that we all
 7 appreciate how lucky we were to have her time,
 8 but, Donna, thank you very much.
 9 (Applause.)
 10 MR. PAYNE: I made a speech from, I
 11 was on the board at the time, so I made it from
 12 the dais when Sunil was elected the first time,
 13 and I talked about our organization has had the
 14 good fortune, in my view, to often make the right
 15 choice of who is the right president for a given
 16 time.
 17 When I joined the Federation, Werner
 18 Fricker was the president. Werner Fricker was a
 19 man who was ferociously committed to moving the
 20 sport forward in our country and just incredibly
 21 stubborn about it. And, frankly, that's what the
 22 organization needed at the time. He had nothing
 23 in the way of resources. We were tremendous
 24 underdogs in every sense of the word, but Werner
 25 Fricker would never accept failure.

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1 Werner's successor was Alan
 2 Rothenberg. It was time for our sport to grow in
 3 a different way. Alan had a different view. He
 4 had a different level of experience. He brought
 5 different sensibilities to the job, and he moved
 6 us forward and delivered a phenomenally
 7 successful World Cup in the process.
 8 We then moved into a period where we
 9 were beginning to mature, and we had a healer as
 10 our president in Dr. Bob Contiguglia, who did a
 11 great job of helping us through some pretty
 12 stormy times, but eventually brought us together
 13 and spent a great deal of time on some pretty
 14 nonsexy stuff having to do with governance and so
 15 forth. And Dr. Bob will be leaving the stage
 16 today. He won't be leaving the game, because
 17 he's still got that 12-and-Under team that he's
 18 coaching in Colorado, but, Dr. Bob, thanks very
 19 much.
 20 (Applause.)
 21 MR. PAYNE: Carlos, you and the other
 22 candidates who ran for the office have big shoes
 23 to fill, and I too thank the candidates.
 24 I really -- I love the level of
 25 commitment. Some of the candidates I knew quite

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1 pleasure to work with him all these years since
 2 trying to move the game forward. I know of no
 3 one who has made greater personal sacrifice for
 4 this game than Sunil, and we'll talk more,
 5 privately, but thank you very much for
 6 everything.
 7 Thank all of you for a great AGM, and
 8 we'll see you all next year.
 9 (Applause.)
 10 MR. WIXSON: Hello, Chris Wixson with
 11 the Inaugural Fan Council, so we were selected,
 12 there were five of us that were selected.
 13 (Applause.)
 14 MR. WIXSON: Five of us were selected
 15 by the U.S. Soccer Supporters Group. We're the
 16 crazy folks that travel the world and sit in the
 17 stands and yell and scream and follow both the
 18 men's and women's team no matter where they go.
 19 Just wanted to say thank you for giving us an
 20 opportunity to have an official voice of the fan
 21 in the process.
 22 This was interesting, as our first
 23 one, but we're very excited and just want to
 24 thank everybody for allowing us to have an
 25 official voice of the fan in the whole process of

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1 well. I have known them for a long time, mostly,
 2 when they began as players, and I was helping to
 3 run the Federation, and I was very, very, proud
 4 to see how engaged they were in this, and I too
 5 hope that they will remain.
 6 And now Carlos, a man of substantial
 7 accomplishment in his life, at various levels,
 8 has the opportunity to lead our organization. I
 9 have spent a lot of time talking to Carlos over
 10 the years, not just as a candidate, but as a
 11 fellow board member, and I have confidence that
 12 Carlos will bring the depth of his experience to
 13 bear to help move this Federation forward. So,
 14 Carlos, congratulations.
 15 (Applause.)
 16 MR. PAYNE: Last but not least -- and
 17 I appreciate you indulging me this time, but I
 18 wanted to say a thank you -- and I might get a
 19 little emotional -- I want to say a thank you to
 20 my friend, Sunil Gulati.
 21 I met him almost 30 years ago. He
 22 was the chairman of the International Games
 23 Committee at the time. He wasn't paid, but he
 24 ran the National Team program. That was one of
 25 his jobs in that volunteer role. I had the great

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1 the Federation.
 2 Thank you.
 3 (Applause.)
 4 MR. PINORI: Peter Pinori from
 5 Eastern New York.
 6 A couple of things I need to say,
 7 hopefully, I get through it, but number one, this
 8 is my 25th time that I came to these meetings,
 9 and I want to take this opportunity to thank Sal,
 10 and the board of Eastern New York, for giving me
 11 that privilege to do so.
 12 Number two, of course, I want to
 13 congratulate Carlos Cordeiro on becoming the new
 14 president. Hopefully we'll go forward, and,
 15 Carlos, I would, I would, if I was in your shoes,
 16 I would listen to the person to your right still
 17 on the podium, what I consider my friend, Sunil.
 18 Sunil is incredible, I think, but I want to
 19 say -- and I don't want to break down -- but I
 20 want to say, you took us from the dark ages to
 21 where we are today. I know there was a lot of
 22 people there helping him along the way, you know,
 23 the John Mottas, the Richard Groffs, and so
 24 forth, and so on, and our past presidents, but
 25 Sunil is unique. The way he runs the meeting --

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1 and he showed that today -- is -- I have never
 2 seen anybody do that, and I have been in the
 3 corporate world all my life. I want to thank you
 4 from the bottom of my heart, Sunil, for what you
 5 have done.
 6 Thank you.
 7 (Applause.)
 8 MR. RUSSO: Good morning. Dominic
 9 Russo with U.S. Power Soccer.
 10 This past summer, we had a World Cup,
 11 and it was a great event. And unfortunately, we
 12 were runners-up. But I did want to say a couple
 13 of thank yous. First of all to you, Sunil, and
 14 the board for your support. Dan and the staff
 15 did a tremendous job for us, and thank you for
 16 that. Mike Edwards was on board with us and did
 17 fantastic for us, as well as Eastern New York and
 18 their support coming from them, and John Collins,
 19 from the At-large Council.
 20 So I -- we appreciate all the support
 21 that we received for our World Cup. So, thank
 22 you. And thank you, Sunil, and congratulations,
 23 Carlos.
 24 Thank you.
 25 (Applause.)

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1 Virginia Youth and Adults, to put out the sendoff
 2 game with the National Team against IX before
 3 they went to Italy, after we qualified for the
 4 World Cup. And it's been a great experience
 5 working with you for all those years.
 6 I also want to let everyone know,
 7 Maryland is the home of Christos FC. And my
 8 Maryland guys are here clapping, and Christos had
 9 a great run in the Open Cup last year making it
 10 the furthest, as an amateur side. We had -- they
 11 were stopped by D.C. United, who has won the Open
 12 Cup many times as well as the -- I think the MLS
 13 Cup a couple of times as well, actually, four
 14 times that they won that cup. And it was a great
 15 atmosphere at the Maryland Soccerplex where more
 16 than half of the stadium was in neon green to
 17 support Christos.
 18 And I bring that up, because the Open
 19 Cup has a great history in our country, in our
 20 association, and I want everyone, if you have an
 21 Open Cup in your neighborhood, in your state, go
 22 out and support the teams, whether it's an
 23 amateur team or whether it's the pro team, we
 24 need to support this competition and keep it
 25 going, as it has been for almost over 100 years.

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1 MR. REUBEL: Jeffrey Reubel with
 2 Colorado Soccer Association.
 3 First, we do want to thank Sunil as
 4 well. His service has been remarkable, and the
 5 game is much better for what he has done. We
 6 also want to thank the board members for all they
 7 have done. U.S. Soccer is in a significantly
 8 better condition now than it was a few short
 9 years ago.
 10 We want to thank all the candidates
 11 for their time and listening to us and discussing
 12 issues. I think we will be a better association
 13 because of them as a collective group.
 14 And last but not least, we want to
 15 thank our native son, Dr. Bob Contiguglia, for
 16 his 28 years of serving youth and the Federation
 17 and his U-12 team, and we look forward to using
 18 him as a resource in the coming years.
 19 (Applause.)
 20 MR. FALCONE: Tony Falcone from the
 21 Maryland State Soccer Association.
 22 Sunil, it was 28 years ago, where I
 23 met you and Richard Groff in the little room of
 24 Sault St. Marie, as the two of you approached the
 25 state associations of Maryland, D.C., and

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1 Thank you again, Sunil.
 2 (Applause.)
 3 MS. BERLING-MANUEL: Hello, I'm Lynn
 4 Berling-Manuel. I'm CEO of the United Soccer
 5 Coaches.
 6 I want to echo what our supporters
 7 group has said is that we are pleased to sit here
 8 as a member of the Federation and as the voice of
 9 coaches in this country. As most of you know, we
 10 went through a re-brand this year and changed our
 11 name, after 75 years, from the NSCAA, to United
 12 Soccer Coaches, and we have no acronym. We are
 13 United Soccer Coaches, and it was really to allow
 14 us a larger platform to talk about uniting
 15 coaches around the love of the game.
 16 We would like that to really be a
 17 theme for the year ahead. The World Cup bid has
 18 brought that theme forward, and, frankly, I think
 19 this election has -- I hope the legacy of the
 20 election is to also bring that forward, that this
 21 is a time truly to unite our sport, our
 22 organizations, our people, our leaders, our
 23 players, our fans, our coaches. Together, we are
 24 very powerful.
 25 And we appreciate all that the board

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1 has done. Sunil, you will be missed as the
 2 primary leader, but we are so glad to have you
 3 continue on the board and for all that you have
 4 done for all of us. So, on that, I thank you.
 5 On one very tiny personal note, as
 6 many of you know, my father, Clay Berling, passed
 7 away this year, and he would have loved this
 8 convention. He would have loved this AGM. The
 9 politics of it would have left him with stories
 10 for years to come. And it was something that I
 11 thought about a lot during the last few days. It
 12 was unique, and we haven't seen its kind in a
 13 long time, but the outcome, Carlos, we wish you
 14 very well. We look forward to your leadership.
 15 Thank you very much.
 16 (Applause.)
 17 PRESIDENT GULATI: David, and then
 18 Hank.
 19 MR. LARABA: I heard that -- oh, boy,
 20 here we go -- Dave Laraba, West Virginia -- I
 21 didn't say the other thing -- I just said West
 22 Virginia.
 23 Sunil, thank you. We haven't always
 24 agreed, but we have always been honest with each
 25 other, and I respect that.

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1 (Applause.)
 2 MR. DES BORDES: I can usually be
 3 heard without a microphone. The person we forgot
 4 to thank is Debra.
 5 PRESIDENT GULATI: It's coming.
 6 MR. DES BORDES: All right. Take it
 7 from there.
 8 PRESIDENT GULATI: So we'll do that
 9 right now before anyone else. The woman sitting
 10 in front of -- I've got this covered -- the woman
 11 sitting in front of you, Debra, has been with us
 12 for 31 years, coming to our AGMs and doing what
 13 she does, which is transcription services both
 14 for the board and for these Council meetings, and
 15 we can't thank you enough, Debra.
 16 (Applause.)
 17 Debbie, stand please. Debbie stand.
 18 PRESIDENT GULATI: Just as a side
 19 note, not everyone on our board knew that
 20 yesterday was her last board meeting, and early
 21 on in the meeting, she said, I didn't get that.
 22 And I said, Look, if you make a mistake on this,
 23 this is your last day. And it was like, Oh,
 24 gees, this is getting tough.
 25 MR. KEPNER: Sunil.

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1 Carlos, good luck.
 2 To the candidates, I echo what has
 3 been said, especially by Mike, please don't be
 4 the last time we see you. Get involved. There
 5 is an open seat on the board. Get involved, and
 6 if you want, we got an AGM in West Virginia in
 7 about a month. We've got some open seats. Come
 8 on down to West Virginia. We will put you to
 9 work.
 10 And also, I don't know if this is a
 11 record attendance or not, but it looks pretty
 12 well like it might be.
 13 PRESIDENT GULATI: It is.
 14 MR. LARABA: And I would say, don't
 15 -- everyone, a lot of people came for all the
 16 circus, but there's a lot of important work going
 17 on -- don't make this the last time you-all come.
 18 Come back. Even if it looks like there's not a
 19 whole lot that goes on, because you learn a lot
 20 from each other.
 21 So I invite the candidates to come
 22 back. I invite all the delegates that may be
 23 here for the first time or all the states that
 24 just usually send one that brought their full
 25 complement, please do it again.

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1 PRESIDENT GULATI: Yeah.
 2 MR. KEPNER: This is Bob. I just
 3 want to congratulate the entire crowd here, of
 4 the 507 keypads, the first round, 504, the second
 5 and third, 503, so 99-percent-plus participation.
 6 Congratulations.
 7 (Applause.)
 8 PRESIDENT GULATI: Great. Thank you.
 9 Anyone else?
 10 MR. HARRELL: Sunil, on behalf of the
 11 whole Youth Council, congratulations. Thank you
 12 for your service. Donna, for your service. Dr.
 13 Bob, I know we moan and groan a lot, but we
 14 really appreciate what you have done for the
 15 association through the years.
 16 To the candidates, please come back
 17 into the youth area and get actively involved.
 18 And to the athletes, we strongly urge you to pick
 19 one of our member associations, whether it's a
 20 state or one of the national groups, and become
 21 involved in the youth. You bring so much back to
 22 the table that you could pass along.
 23 Thank you.
 24 (Applause.)
 25 PRESIDENT GULATI: John Collins, then

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1 Dr. Shalala.
 2 MR. COLLINS: Thank you, Sunil.
 3 I would like to echo the thanks that
 4 others have said. Thank you, Donna. You have
 5 been wonderful to serve with. Thank you,
 6 Dr. Bob. We have been together a long time.
 7 And, Sunil, thank you for everything you have
 8 done, and I'm sure you will be doing a lot more.
 9 But there's one other thanks I wanted
 10 to give, and I want to give it to Dan and his
 11 staff. While this election was going, it was
 12 very hostile, at times. It seemed hostile out
 13 there. And they had to get up every day and go
 14 to work and work in this environment, and they
 15 didn't miss a beat, and I think it's fabulous the
 16 job they do, and we should congratulate them.
 17 Thanks.
 18 (Applause.)
 19 PRESIDENT GULATI: Dr. Shalala.
 20 DR. SHALALA: Thank you very much,
 21 Sunil.
 22 I realize that elections are
 23 sometimes messy. I have been through worse.
 24 I actually thought this was a pretty
 25 classy operation, and I admired the candidates

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1 campaign.
 2 It has been, for me, an extraordinary
 3 experience. I first saw a soccer ball when I was
 4 a little kid. The Hungarian kids came into my
 5 neighborhood in Cleveland, and they didn't speak
 6 any English, but they had these soccer balls.
 7 Luckily, my mother was a physical education
 8 teacher, and she taught us the rules. We taught
 9 them English. I've loved soccer ever since. I
 10 actually coached a men's team as a Peace Corps
 11 volunteer in Iran with very talented players.
 12 So I was happy to come and serve.
 13 Sunil has been an extraordinary
 14 leader. And, you know, great institutions can't
 15 start again without violating their integrity,
 16 and he has built on top of many wonderful
 17 presidents of U.S. Soccer, but he has transformed
 18 U.S. Soccer and our place in the world. And for
 19 that and for his willingness to take on a rookie
 20 independent director, I will always be grateful.
 21 Thank you, Sunil.
 22 PRESIDENT GULATI: Thank you.
 23 (Applause.)
 24 PRESIDENT GULATI: Dr. Bob.
 25 DR. CONTIGUGLIA: Well, first of all,

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1 for putting themselves forward, particularly the
 2 athletes that spoke the way they played, with a
 3 kind of fierceness and a desire to make us number
 4 one.
 5 I want to congratulate Carlos. He
 6 will do a wonderful job.
 7 And I want to say something in a
 8 minute about Sunil.
 9 I was recruited for the Independent
 10 Director, actually, by Julie Foudy. Sunil
 11 apparently said to her, Okay, we're going to have
 12 independent directors. You have got to find a
 13 woman of some stature. So Julie called me, and I
 14 said you've got to be kidding. I met Julie with
 15 Carla Overbeck and Briana Scurry in 1998. They
 16 actually -- I was secretary of Health and Human
 17 Services. They came because they were starting
 18 the roll-up to the '99, the wonderful '99 World
 19 Cup, and they hustled me out of a few million
 20 dollars to -- as they did later with many
 21 others -- out of a few million dollars, actually,
 22 to roll out a campaign for young girls. We
 23 called it Girl Power. And we had posters, and I
 24 remember the posters. They said, Smoke your
 25 opponent, not cigarettes. It was a public health

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1 I want to say, I'm a first-time loser. And I ran
 2 for the presidency of U.S. Soccer in 1986, lost
 3 that election and pursued office after that. So
 4 I want to encourage all of the candidates to
 5 stick with it, pursue your dreams, and continue
 6 working with your organization. You have been
 7 very valuable as candidates, as players, and I
 8 hope you stay in the game of politics in U.S.
 9 Soccer.
 10 In that first election, it was no
 11 different than this election. We would go around
 12 from region to region and give our little plan
 13 and talk. And in Region 1, I was challenged by
 14 this very smart young person from Connecticut,
 15 and we had a go at it. And I don't know who won
 16 the debate, but I did lose the election, and that
 17 person was Sunil. We first met back then as
 18 adversaries. Since then, we have grown together
 19 within the game and building this sport, and I
 20 cannot think of anyone else who has been more
 21 successful on and off the field than him. And we
 22 may disagree on things, but we all want the same
 23 outcomes, and we've always felt that way.
 24 So, Sunil, congratulations, and I
 25 don't like moving off the dais, but you replace

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1 me well as an Immediate Past President. Thank
 2 you.
 3 (Applause.)
 4 PRESIDENT GULATI: Thank you.
 5 Don Garber.
 6 MR. GARBER: Thank you, Sunil.
 7 And at the risk of being redundant, I
 8 would like to join the chorus of thanking Donna
 9 for her great service to this board and to the
 10 Federation, and traveling around the world a bit
 11 with her. It's been, Donna, a great honor. And
 12 I think you made our Federation better, and we're
 13 really going to miss you.
 14 And, Bob, you and I have been
 15 together for many, many years, and I really
 16 appreciate all your support.
 17 And, Sunil, I know that for me, this
 18 is very personal, but I think it's probably as
 19 personal, if not more, for those people in the
 20 audience that you have known for your many, many,
 21 decades that you've been involved with the
 22 Federation.
 23 So I think I just want to simply on
 24 behalf of all of us, Sunil, thank you for your
 25 service. You know, you have led us selflessly.

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1 have to continue to make our sport better. And I
 2 have this great quote that I like to use many
 3 times, which is: A dream that you dream alone is
 4 just a dream, but a dream you dream together
 5 becomes a reality.
 6 And I know we all are hoping for
 7 better days ahead. And, Carlos, we look forward
 8 to you taking us there. You've ran your campaign
 9 with honor, and I think you did it in a really
 10 smart and organized way and have the full support
 11 of everybody in this room.
 12 So I will commit to you on behalf of
 13 all the professionals, the men and the women and
 14 all the people that you know so well, that we're
 15 here to support you, help you have the same
 16 legacy that you are going to be taking the mantle
 17 from Sunil with, so congrats.
 18 (Applause.)
 19 PRESIDENT GULATI: Thank you.
 20 Curtis, one more.
 21 PRESIDENT GULATI: It should be okay
 22 now.
 23 MR. REGRUIT: Curtis Regruit, from
 24 New York West.
 25 First, Sunil, I really want to thank

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1 You have had a commitment to the game that came
 2 from your heart, and that commitment was a
 3 reflection on your commitment to our country and
 4 our sport, and I think the soccer nation we all
 5 care so much about is much better because of your
 6 commitment and courage.
 7 You know, we all live through lots of
 8 successes and have lots of challenges. But,
 9 Sunil, through all of it, you really never took
 10 your eye off of doing the right thing. And I
 11 think when you are leading disparate groups and
 12 you have lots of challenges, not only successes,
 13 it's very difficult to have that commitment to be
 14 courageous and to always be on the right side of
 15 history. And, Sunil, I think, we're all very
 16 honored to be a part of that.
 17 So I want to thank you as a friend.
 18 You are a good man. I'm a better person because
 19 of the time I spent with you. Our league is in a
 20 better place. I think the sport is in a better
 21 place, because of all the years that you have led
 22 us as the President of the Federation.
 23 You know it's fair to say that the
 24 next journey of our sport really requires us to
 25 get unified behind this dream that I think we all

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1 you. You made the mistake a few years ago of
 2 stopping to answer a question I had at a
 3 convention; we talked for about 30 minutes. Much
 4 to your chagrin, I think in some respects -- and
 5 I'm kidding, of course -- you opened the door for
 6 me to feel comfortable to contact you
 7 occasionally. You have been an invaluable
 8 resource to me as a state president, and I really
 9 appreciate that, so thank you.
 10 To the candidates, I wanted to say
 11 that, by all of you running, you opened the door
 12 for a lot of us in the youth community to make
 13 our voices heard, and that's a very important
 14 thing. And as we go forward, I think it's
 15 incumbent upon us, especially in the youth game,
 16 to sustain those voices and the opportunity for
 17 us going forward. The door has been opened for
 18 us to continue to work collaboratively to make
 19 those voices heard, and I don't mean within our
 20 respective organizations, but I mean across our
 21 organizations, across U.S. Youth, across U.S.
 22 Club, and AYSO. We have an opportunity to
 23 collaborate with each other, to identify common
 24 missions to improve U.S. Soccer, and then work
 25 and identify our respective roles in those

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1 programs. And if we can accomplish that, we can
 2 make a big difference.
 3 So I think please join me as we leave
 4 here today. Let's collectively push and motivate
 5 our leadership as well as ourselves towards that
 6 common mission, and let's work together to
 7 improve the Youth Soccer environment.
 8 Thank you. And thank you again,
 9 Sunil, for all your dedication.
 10 PRESIDENT GULATI: Thank you.
 11 (Applause.)
 12 PRESIDENT GULATI: I think the last
 13 word.
 14 MR. MONTOYA: Sunil, thank you very
 15 much, on behalf of the Big Apple Youth Soccer
 16 league and for all the support that you gave to
 17 us, for the last 21 years.
 18 On behalf of them, I have to say,
 19 Thank you for everything you did for us. This is
 20 a very sad day, because you are leaving. I mean
 21 you are leaving for being President, but maybe
 22 you will come back one day.
 23 And thank you for everything you did.
 24 Thank you.
 25 PRESIDENT GULATI: Gracias, Luis.

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1 Okay. So I think we need a motion to
 2 adjourn.
 3 MR. Des BORDES: So move.
 4 PRESIDENT GULATI: So moved.
 5 Ladies and gentlemen, thank you for
 6 your participation today. We do have an event
 7 this evening, the Hall of Fame Dinner. The
 8 Werner Fricker/Hall of Fame Dinner where we are
 9 inducting multiple people into the Hall of Fame
 10 and honoring Tony DiCicco, as the Werner Fricker
 11 Award winner.
 12 So, please, see you tonight.
 13 Enjoy the day in Orlando. Until then
 14 -- and some of you have a number of meetings in
 15 between -- good luck.
 16 The next AGM will be the next AGM.
 17 (Adjourned at 12:21 p.m.)
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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 Orlando, Florida, on
 8 February 10, 2018 then reduced to typewritten form
 9 consisting of 166 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 7th day of March, 2018.
 15
 16
 17 _____
 18 Debra K. Resling, CRR, RMR
 19 Registered Merit Reporter
 20 and Notary Public.
 21 4 Cheyenne Blvd.,
 22 Colorado Springs, CO 80905
 23 My commission expires February 28, 2021
 24
 25

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