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.

AGENDA

I. Opening Remarks and Introduction
   4  5

II. Moment of Silence
   4  8

III. Pledge of Allegiance
    4 14

IV. Roll Call
   6 17

V. 2018 Credentials Committee Report
   5 1

VI. Approval of AGM 2017 National Council Meeting Minutes
    18 1

VII. Introduction of Reports
    A. Presidents Report
        21 3
    B. Annual Written Reports
        Included in the Book of Reports

VIII. New Business
    A. Proposed Budget
        Fiscal Year 2018
        62 3
    B. Membership Application
        68 8

IX. Affirmation of Federation Policies adopted since 2017 AGM
    A. Policy 102(4)-1
    B. Policies 202(1)H, 202(1)H2, 213; 241-1; 431-1, 704-1; 705-1

X. Election of U.S. Soccer Foundation Representatives
    A. Youth Council
        71 5
    B. Adult Council
        72 11
    C. Professional Council
        73 2
    D. Athlete Council
        73 16

XI. Election of Independent Director(s)
    74 4

XII. Election of President
    78 5

XIII. For the Good of the Game
    Adjournment

(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
February 10, 2018

Page 5

report of the Credentials Committee and roll call and so on. And to do that, we will have Mr. Kepner, who has done this for 20 years for us, an honorable man from the state of North Carolina, a good friend for many years, and he's on his way up. I know of few people who have the integrity level of Mr. Kepner.

So, Bob, thanks again for doing this. We appreciate it. Look forward to doing it for another 20.

Mr. KEPNER: Thank you. Yes, Dan Flynn just said, New hip? Yes. So next time I'm before you, if that happens, you can say hip-hip-hooray.

Anyway, welcome to Orlando. This is always an awesome occasion because you look around and see each other here. We do this once a year, and it's just an exciting event. We all share the good feelings, the various meetings, the interactions, and it's just an outstanding event for years and years and years.

So, indeed, my job is to present the report of the Credentials Committee, and this year, we've really given a lot more time to it than we ever have in the past, for obvious reasons. We're under close scrutiny. A very exciting time. So we really started two months ago, we started in December, and we worked all the way through meeting, after meeting, and we have it down, we feel, very accurate and in good shape.

So we'll go ahead with the slides.

So the 2018 Credentials Committee Report, all of us know, I'm confident, except the newest of the new, that we are composed of four different councils. We are the Youth Council, the Adult Council, the Pro Council, the Athlete Council.

Then we have other important persons, NBOD, various organizations, and you will see that. And this report is going to show those organizations.

We used to actually call out roll. Now, we use a slide presentation to do that.

So we'll go with the Youth Council first, and the Youth Council is composed of USYSA, AYSO, and U.S. Club.

You can see each organization has a certain number of votes, delegates, so to speak, in accordance with the number of players registered -- I will pause a moment because these have all been verified and checked -- and then we obviously have the commissioners as well: six for the Youth Council, four from USYS, one from U.S. Club, and one from AYSO. So the total Youth Council count is 313.

In our methodology, I will refer back to that number toward the end of the report.

Next slide. The Adult Council is next. Same with USASA. Now, different with the Adult Council than from the Youth Council. There is only one national organization that is part of the Adult Council, so that's why everything there appears under USASA. Both the state associations and the affiliates. They are all members of USASA.

But the Adult Council does also have six commissioners, and they reflect there, so the total number of Adult Council votes, delegates, is 196, so I will refer back to that number later as well.

Next slide. Next slide.

There we go. Professional Council composed of four different leagues, MSL, NWSL, USL, and North American Soccer League, and we

Page 6

Page 7

Page 8

have the number of delegates. As you can see, these are individual people, actually, so 16. I will refer back to that number.

Next slide. And then the Athlete Council. I'm very pleased that we have so many athletes here today. We actually were, had gotten up to 14 or 15, and then various things occurred, but 12 is just an outstanding number, and it has an important impact on the organization in terms of the running of the meeting, and so it's very exciting that we have 12 here.

Next slide.

Then the other members. I said that at the beginning, the other organizations that are affiliated with U.S. Soccer, and you can see them all. There's one representative from each: Other Affiliates, National Associations, National Affiliates, Associate Members, Disabled Service Organizations, Sustaining Members, total of 15.

Next slide.

And then we have the important set of persons, the Life Members. And we have with us today seven. Thank you for attending.

Next slide.

National Council Meeting

U.S. Soccer Federation
February 10, 2018 Orlando, FL

The Board of Directors. There are actually more members of the Board of Directors than 12, but three of those members are athletes, and they chose, they had the right to do this, to vote with the athletes in the Athlete Council. So that's why their names are not shown here. And then we have two very important persons, Bob Contiguglia, Past President, and Alan Rothenberg, Past President, for a total of 12 Board of Directors persons, and two past presidents.

Next slide.

Now, all of this mix goes together, and I'm sure those of you who have been around a long time understand how it works. The three councils, the Youth Council, the Adult Council, and the Pro Council, all have the equal weight, equal representation in our voting structure.

Now, the largest of the councils, if you think back to the first slide, was the Youth Council, 313. It's not really 313 people, per se, because a state association will have five votes, or another one will have three, so, and one person could represent those, but, in theory, that's 313 people, but certainly 313 votes, 196, 206, 216, 226, 236, 246.

We will take them into account next, and I will skip the Athlete Council.

Now, all of those numbers on the left, you already saw already.

Now, the governing number for us is the Youth Council. That's the council with the greatest number of delegates/votes. The Adult Council and the Pro Council must be equal in strength in our voting structure. And so we use a multiplier, and you can see the multipliers on the far right. So every one of the Youth Council votes clearly is simply multiplied by 1.00. For the Adult Council, each one of them is multiplied by 1.60, 1.60 times 196 equals 313, and then for the Pro Council, there are 16 members. Multiplied by the multiplier of 19.56, and you have 313.

It's disappeared. Well, I know it by heart, so... that's for sure.

So then we have the other members. We will take them into account next, and I will skip the Athlete Council.

The other members, 36, each have the one, a multiplier of one as well.

If you really add all of those, the 313 times three, that's 939 plus 36 is 975. That number can represent -- now, the Athlete Council.

Here, they're sitting in a computer, and then, obviously, Wi-Fi and all of that, the weighting for each individual keypad, and there's a record of that.

So voting on the bylaws and the elections and anything else that might come up, we'll use the keypads. Voting is live when the question appears on the screen. For bylaws, all you have to do is select 1 for yes, and 2 for no.

And you can change your vote until the clock strikes zero, simply by selecting your new choice, this will overwrite your previous vote.

Now, over on the side, the keypad vendor and I will be sitting looking at a screen. There are 507 total keypads. So I'm going to be looking on that screen to see how we're coming along. I have no idea what the results are. I just know how many keypads have been pushed, and when we stop, it's either 507, or something else, because somebody decided not to vote, just the briefest moment, it stops, and then I will start counting, and you will see up on the screen a count down of 5, 4, 3, 2 -- 5, 4, 3, 2, 1, 0, and I will be saying "Stop."
February 10, 2018 Orlando, FL

Page 13

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

Page 14

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 Efstatiou, 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 Wahiike, 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

Page 15

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

Page 16

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 amendable 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
unamendable.

THE PARLIAMENTARIAN: It takes a special rule.

PRESIDENT GULATI: Peter --

MR. PINORI: I just have a question.

UNIDENTIFIED SPEAKER: Mic.

PRESIDENT GULATI: No, they will turn it on.

MR. PINORI: Just a question. You said to change it to 25. From what to what, just so I understand?

PRESIDENT GULATI: 10 to 25.


PRESIDENT GULATI: Let me ask just this -- let's just make this simple. Would the group be more amenable to 15 minutes? All those that would be amenable to a 15-minute break between, please raise your hands. And we have Pro and Athlete hands in that group. So I think that carries pretty strongly. We will make the break in between rounds of voting 15 minutes. Thank you.

So that's approved. Thank you.

fan council could stand, please.

(Applause.)

PRESIDENT GULATI: And they didn't have to pay to buy the tickets.

As I always do, anyone that is, let's go with 35, if you have been at 35 or more Annual General Meetings, please stand. And we can do the math for you, if you need to, 35 or more general meetings, 1, 2, 3, 4, 5, 6, 7, 8, 9, 10; Dr. Bob makes 11 -- about 15. Thank you, folks.

(Applause.)

PRESIDENT GULATI: Those people that are here for their first annual meeting. First annual meeting, please stand. At least seven of the candidates.

(Applause.)

PRESIDENT GULATI: Welcome. So demographic change, far more new people than 35-year veterans.

We have with us, two past presidents, and we only have three living past presidents, and two past presidents, and I would like them to stand, Alan Rothenberg and Dr. Bob Contiguglia.

(Applause.)

PRESIDENT GULATI: And we also have three General Secretaries, one only for six months, in my case, but two General Secretaries who have served us for close to 30 years, Mr. Hank Steinbrecher and Dan Flynn.

(Applause.)

PRESIDENT GULATI: And last, but not least, and maybe last but first, in many ways, if you have represented the United States in international competition, those are our National Team players, many of them are here, and a few, actually that are representing MLS today, I see, and a couple else elsewhere, please stand -- Alan, you can't stand on this one. National Team players, please stand.

(Applause.)

PRESIDENT GULATI: Thank you-all.

And we have so many other special people in the room, and some of them will get recognized at various points in comments I may make or others may make and certainly at the end when we talk about Good of the Game.

We will next go to a video, if we can play that video. Thank you.

(Applause.)

(Applause.)
PRESIDENT GULATI: You no doubt saw some of your programs in that video. Next part of it is the Presidential Address.

I'm going to take this in a couple of pieces and give part of my time to Ed Foster-Simeon in a minute. I want to read you a couple of things before I do that, and then I will come back and make some comments. First thing I wanted to read was the following: “I haven't read a speech in some 30-odd years, 28 years, since high school graduation. I'm not going to start today.”

That was what I read 12 years ago, when I became president. So you can change 28 to 40, and I haven't read a speech in 40 years, with one interruption. I read a speech, which I didn't want to, at our World Cup presentation in 2010, because our team insisted that I read it, and rather than do it off the cuff, I therefore blamed them, since we didn't get the World Cup. So I'm not planning to read too much today.

We're going to talk about a couple of things, show a little slide on one part of our presentation, and then come back and talk about a few other things, about some of what's been going on, more importantly, some of where we want to take the Federation. We've got an election. So when I say “we,” I'm talking about the collective “we,” whether that's the board, or Defendants, as I like to call them these days, going forward, and we'll talk about some of those things.

But before we get going to that, Ed Foster-Simeon, please come up and give us a little bit about the Foundation. As all of you know, the Foundation received the profits of World Cup '94, has done a tremendous job in so many different areas, has been a leader for many years. Alan Rothenberg is the one whose initiative led to the start of the Foundation; he's a life member. You will see some of the things the Foundation has been doing, many now in conjunction with U.S. Soccer and World Cup Organizing Committee bid. Ed is on the board of our World Cup Organizing Committee, and we look forward to doing many things together.

Ed Foster-Simeon.

(Applause.)

MR. FOSTER-SIMEON: Thank you, Sunil.

Thank you so much. I'm really happy to have the opportunity to address the body, and I just wanted to give a quick update on what we've been doing at the Foundation and then, actually, to ask for your help.

So just as a background. The Foundation has invested well over $100 million in the game, in all 50 states, programs, and facility development in all 50 states.

Several years ago, we did a survey of the landscape and realized that the game has done phenomenally well in this country since the '94 World Cup. The growth has been phenomenal at every level. But when we did that survey, we recognized that underserved communities had been left out of that growth. They had not participated in a way that we think is really important. And so we decided to focus our energy, our resources, and our efforts, on reaching children in underserved communities, providing access and opportunity for them to play.

We developed curriculum and training for coaches that matches the needs of those communities, and we decided that we would learn from those communities as we went forward.

As a result of the efforts in the last couple of years, we, in December, announced some pretty ambitious goals for where we think we can go with this. We announced that we're going to reach one million children by 2026 in underserved communities. We're going to build one thousand play spaces in those communities around the country. And the way we're doing that is not just on the Foundation's limited resources, but by entering into public-private partnerships and educating others, funders, on the value of soccer in our society.

Most recently, New York City partnered with us on building 50 mini-pitches in New York City over five years, and engaging 10,000 children there just on those pitches. Chicago, working with Mayor Emanuel there, announced that they're building 50 pitches over five years. Target Corporation is investing to support 100 mini-pitches across the country. They invested $6 million to do that. A big philanthropist in Chicago, Ken Griffith, invested $3 million to support this work. So there's an appetite for reaching these communities, and
there are resources available to support that work if we go about it in the right way. The story so far is we've engaged over 100,000 children in Soccer for Success programming in recent years. Our footprint is broad and national. We've trained, which is most important to me, 6,000 coach mentors in those communities, providing them with the training to not only deliver soccer programming, but also to provide mentorship and counsel to young people in those communities. And, of course, we're building on our long history of field development that has always been a part of the Foundation story. Soccer for Success is offered three days a week in underserved communities; 90 minutes each engagement. The children get a trained coach. They play small-sided games after school, right in the neighborhoods where they live, because eliminating transportation and other barriers, we have found is part of the key to success in this work. Our mini-pitch program is transforming dead spaces in urban communities into play space, soccer play spaces.

non-traditional partners, traditional partners, soccer associations, like Illinois Youth Soccer, Washington State Youth Soccer, Wisconsin Youth Soccer, Cal South, who have all come and engaged with the Foundation, engaged with nontraditional partners to explore ways to grow this game. Please join us. Please reach out to me at the Foundation directly, because I need your help, and I will be reaching out to all of you. Thank you very much. (Applause.) PRESIDENT GULATI: The -- not the irony, but the pleasure of hearing Ed make those remarks, while the former Secretary of Health and Human Services and president of the Clinton Foundation is sitting next to me, is quite interesting. So the only other things I wanted to read were from a couple of Annual General Meetings, as I mentioned earlier. So let me read you one from 1987. It's the first time I spoke at an Annual General Meeting, at least, at the microphone. "So, in terms of preparation for our soccer-specific play spaces, putting them right on school yards, right where children are, creating access not just for our after-school programming, but opportunities for children to play and participate before school, during school, and after school.

Why is this important? 15 million children in this country live in poverty. What does poverty mean? That's a family of four living on $25,000 or less. There's not a lot of discretionary income to pay for the traditional modeling that has driven the growth of soccer in this country, so we have to find other solutions, and we have done that. Our demographics reflect the communities that we want to be in and note that 90 percent of participants in soccer programming are on free and reduced school lunch. We are reaching the right kids. We need to reach more of those kids, and we need to reach them now. We need your help. We can't do this alone. We cannot do this alone. I invite you to join us at the Urban Soccer Symposium March 23rd to 25, where we bring in leaders from community-based organizations around the country, teams, the most extensive we've ever been able to afford, the most extensive we've ever been able to plan for, doesn't mean anything. The dollars mean nothing. The preparation means nothing if there isn't a final product. And there's only one way to measure the final product at that level; success on the field. "So losing with three seconds to go because the ball hits the crossbar and bounces in, having a referee call a penalty, and losing 3-2 to an overtime doesn't cut it, folks. We have all heard those excuses."

That was 1987 in my comments about the national team program. October, 2018, fast-forward, was a little tricky on that basis. And then my comments in 2006, which resonate with me still and should resonate with all eight people that are seeking the office which I hold today: "As we start going forward, and I've chided Alan and Bob about this in the past, the progress that's been made in their administrations, which has been extraordinary, but I want to make it very clear, for the Federation financially, on the field, off the field, the situation we're in, the one I'm
February 10, 2018
Orlando, FL

In '90, we played in our under 20 World Cup. In '91, the men won the Gold Cup, and the women won the first World Championship in China. (Applause.)

In '92 and '93, we hosted a unique event which became the model for FIFA, U.S. Cup '92, and U.S. Cup '93; in '93, with three former world champions, the U.S., and the preparation for '94. I don't need to talk about '94; thank you, Alan Rothenberg, an extraordinary successful event. (Applause.)

PRESIDENT GULATI: And thank you, Scott Letellier, who wrote the business plan to get us the World Cup, and Werner Fricker, who made that happen. Where is Scott? You are here as well! Scott, thank you. (Applause.)

PRESIDENT GULATI: In '95, we beat Argentina three-nothing in Paysandú, Alexie Lalas, and a bunch of college kids. '96, really big year. Women win the first Olympic medal in Women's Soccer. (Applause.)

PRESIDENT GULATI: Major League Soccer starts. Eric Wynalda scores the first goal in the history of Major League Soccer. (Applause.)

Thank you, Eric Wynalda, wherever you are, Eric. (Applause.)

PRESIDENT GULATI: And I got married. Thank you, Marcela Gulati. (Applause.)

PRESIDENT GULATI: 1997. We qualified for our third consecutive World Cup. 1998, we played in the World Cup. 1999, I don't need to talk about the women win that extraordinary event on home soil, setting all sorts of records; Women's World Cup, USA, Marla Messing, if you are here, thank you. (Applause.)

PRESIDENT GULATI: 2000 we lose in the Olympics in Sydney. 2001 we qualified for the World Cup. 2002, I don't need to talk about, because lots of you got up in the middle of the night to watch us play in Korea and get to the quarter-finals of the World Cup, and if, but for handball on line, we're playing in the World Cup.
semifinal, maybe, but not quite.

2003. We host, on four or five months' notice, a World Cup, another World Cup for FIFA, one of the few countries in the world that could do it. SARS crisis in China, and they asked us to do it.

2004, women get back on the medal stand. Gold medal game in Sydney, win the Olympic gold medal.

2005, Sofia Gulati is born. That's an important benchmark for me.

2006 -- oh, in 2005, the men also qualified for the World Cup. 2006, we play in Germany. The only team that Italy didn't beat.

2007, David Beckham joins Major League Soccer. Huge change for the league. He's now just last week announced that he has a team in Miami. Certainly made a big difference in the growth of the league.

2008, the women win gold in China, and there after a year disappointment previously, and it becomes in 2008, the Hope Solo and Carli Lloyd show.

Republic, where are you? Thank you.

2009, the men qualify, and we start bidding for the 2010 World Cup. In 2010 and in 2009 we have that miraculous game where we beat the number one team in the world, Spain, and then lose unfortunately to Brazil in the final, 3-2, after being up 2-nothing.

In 2010, we play in the World Cup. That miraculous goal by Landon Donovan in injury time, and we also get the disappointment on December 2nd of not being awarded the World Cup.

2011. In a game that seems fated, first, Abby Wambach scores a goal on an impossible situation. We're down a player against Brazil. Megan Rapinoe knocks a 60-yard ball across the field, and unfortunately, we lose in the final to Japan, and you will remember there had been a major crisis in Japan, so it seemed fated.

2012. Amy Wambach says not this time. Scores in every game going into the final, and Carli Lloyd then does what she does in every final and scores. We beat Japan and win to the semifinals at the Tokyo Olympics and the women win gold.

2021, the men qualify for Qatar. My daughter turns 16. She's not allowed to go anywhere near the Under-17 boys team, by the way.

2022, the men play in Qatar.

2023, the women win the World Cup in Australia.

2024, the men and the women reach Olympic finals.

2025, if it still exists, I start collecting Social Security.

2026, I don't need to talk about. We host the World Cup, and ... and it's the "and" I want to talk a little bit about.

When we started something called Project 2010, it started, because after the World Cup in '94, we were walking out of the stadium at the last press conference, Hank and Alan, and Alan turns to Hank and I, and then says, What's next?

We're like, What do you mean, what's next? We just finished the World Cup. Can we get a half an hour off or something?

He said, No. What's next?
And we said, What do you want to be next? He said, I want to win the World Cup in my lifetime.

And Hank looked at him and said, Alan, I don't think you can play that well. I don't think you're going to win the World Cup.

And he said, No, I want to win the World Cup in my lifetime.

And I was a bit of a wise guy, and said, How old are you now? And how much time do we have?

So that became the thought process of 2010. Now, we didn't really think we were going to win the World Cup in 2010, and some of you have taken shots at us about that, but nobody likes to finish second, and you don't start a program -- and this program was initially intended for three guys, they all lived in the Northwest. They all worked at Nike. And we needed to raise a lot of money. And we didn't think going to Nike at that beginning or talking about it with our board or the journalists, would say, Let's go for silver. Their catch line is not "just try to do it," and they bought into it.

And we had a huge new contract and funds that were very important to the organization. And then yesterday, when I read DeAndre Yedlin's comments, a player for our national team said, What happens now with the national team? He goes, What do you mean what happens? We're going to try to win the World Cup. And somebody said, Well, you are not even in this World Cup. He said, Right, but if we're not trying to win the World Cup, why would I bother playing?

So, in August, in August, we are in the same situation as everyone else in the world on that front, on the Men's side. And we're in the same situation as everyone else on the Women's side, except we happened to be ranked one. Now, we are not at the level of Germany or Brazil or Argentina, and anyone that thinks that we are is kidding themselves today. Our players are not at that level, and the rest of the programs aren't. We have some things that are at that level. So we have a lot of work to do.

But one of the things that is often mentioned is that I talk a lot about national teams, to the exclusion of so many other things,
So we've got to do a lot better there. But there's a lot to look forward to, a lot to look forward to. If we can put that World Cup video on.

So this is what we have been spending a lot of time on -- and what I'm going to be spending 100 percent of my time on -- for the last four months, because if we're able to get the World Cup here, it gives us a target. But as I've said, every time I talk about it, this is not about for us. It's not about the 32-day festival. It's about the eight years in between and everything we can do with the World Cup to build the game, to get cities to build inner city fields, along with Ed, to get after-school programs built, to get 4,000 season tickets for an NWSL team, and that's how you get on the list to buy tickets for the World Cup. Using the leverage of the World Cup for all of the things that we can do to build the game.

And the critical periods are between now and June 13th, when we decide, when FIFA decides whether we get it. June 13th to eight years later. The 32 days. But the most important one is what do we look like the day after? What does the world look like in the United States for men's and women's soccer the day after?

And as I say often, registration numbers in cities on the girls' side went up dramatically after the Women's World Cup, especially in those places where we had World Cup games. We can show that with any kind of metric study. Same on the men's side.

So a 23-million person commercial with the Women's World Cup final, two summers ago, is a lot more than we can do with any grassroots program. Making heroes out of the players that are in the NWSL, or MLS or anywhere else is far more than we can do with a Play Soccer campaign and whatever new way that people absorb media or participate as fans or as spectators are things we can't do, but we're all part of that puzzle, because those players are in your programs. They're watching a player that's a professional showing up with a national team, perhaps, buying a jersey from our sponsor and so on and so forth.

So let me just walk you through our World Cup presentation very briefly. A few things that are happening coming up.

(Video shown.)

(APPLAUSE.)

PRESIDENT GULATI: 34 days before the bid is due. 70,000 pages of contracts -- city contracts, stadium contracts, airport contracts -- that no sensible lawyer would allow his mayor, city councilwoman, governor to sign, but they're signing them. 123 days before the decision is made in Moscow. We're hoping the Mueller investigation doesn't mess anything up there, at least until then, and then 3,045 days until the tournament actually kicks off.

Here's the cornerstone of our bid, absolutely, the cornerstone of our bid: The unity between Canada, Mexico and the United States, forget about walls, the certainty that a World Cup in the United States can provide; meaning we're not building stadiums, and every week, you read about whether a stadium is going to finish, whether it was in Brazil or South Africa, or Qatar or Russia, whether an airport is going to finish, whether it was in Brazil or South Africa, or Qatar or Russia, whether an airport is.
And those are the four pieces that we will talk just briefly, about the event, the games, the fans, and then what it means for the rest of the world.

So the event. 60 games in the U.S., probably 10 to 12 cities, two to three cities in Canada, three cities in Mexico. 26 candidate host cities all across the U.S., and those cities in Canada, and all the iconic and the big cities that you would expect. The best stadia in the world. If we talked about this hemisphere, we probably have got, in this group, 26 of the top 28 stadiums that we could possibly have in the hemisphere, including a bunch that aren't in our bid in the United States that wanted to be. And some of you have been to these stadiums, and our national teams have played in a bunch of these stadiums, both in the United States, and in Mexico and Canada.

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

A match schedule, which is one of the issues that comes up with a World Cup that's so spread out, a match schedule that puts players and fans first. Travel for players, obviously,
to work for the San Francisco Bay Area Blackhawks of the ASL, Bolivian-born, but part of our team.

A few things that have happened. We have got headquarters in New York at the MLS offices. Thank you, Don, for the free space. A very short time period -- shorter than anyone has ever had to do this with competition. Yes, in the case where we hosted the Women's World Cup after the SARS crisis, we did it in four months, but we weren't bidding against anybody.

That's what it looks like, ten contracts for 26 cities. They want hard copies of all of that.

And the most comprehensive compliance program ever. That's the good thing. Anytime I meet or any of my colleagues on the board meet anybody out of those 207 countries, presidents, we have to report it to FIFA. Send them in writing what we talked about and so on and so forth. Anytime we have a government contact with a government official that talks about the World Cup, we have to report it to FIFA. And obviously, the policy on gifts and travel and those sorts of things is completely different.

Those are all good things, and we hope they live

and enforce every letter of the law on this.

That's the period we've got left.

What we've got to do. On the left, you see the picture of when we started it, this last April -- the Freedom Tower. That wasn't coincidental that we did it at the Freedom Tower looking out over the Statue of Liberty and Ellis Island, while at the same time trying to make sure the international world knew that it would be -- anyone could come to the games. That's one of our challenges these days, because it's not just about our bid and our infrastructure. It's about perceptions of the country, perceptions about what we're doing, perceptions about foreign policy, perceptions about things like walls -- all of those things matters, because people are voting. They're not grading an exam that's multiple choice or only based on technical grounds. We're bidding against Morocco. The Moroccan King is absolutely behind this. Now, they don't have the same infrastructure, but they have bid four times, and they've lost four times. So there's also a, "It's our time." I think our motto would be to FIFA, It's your time to have an easy, successful, financially rewarding, fair process. And if that happens, we think we will be fine. But this, for us, is 32 days. And now, 34 days to get this bid done.

So as I go back to this slide, this is about the eight years and beyond, what the world looks like afterwards. And I come back to those three themes: Unity, opportunity, and certainty.

Unity. We have had a lot of issues over the last couple of months. So if I look back to Hawaii, there was a lot of unity. There may have been a lot of displeasure, but it was at least under the sand or under the hula-hoop stage or whatever, because it was a great party, and the last few AGMs have been. Maybe there was a lot of simmering things, and some of us on the board and I missed it, or maybe it was the one loss to Trinidad, got a lot of light on those things, but there clearly hasn't been a lot of unity over the last couple of months. And that, to me, is disappointing.

Now, I'm quite convinced that a fair amount of that will start to come back in about two hours, as this process of elections ends. Elections are messy.
February 10, 2018 Orlando, FL

<table>
<thead>
<tr>
<th>Page 53</th>
<th>Page 54</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The last time we had a transition in</td>
<td>1 than anyone else, and, yes, issues about</td>
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<td>2 power was 12 years ago. It was a little bit</td>
<td>2 compensation, equity vs. equality and revenue are</td>
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<td>3 different. Dr. Bob and I met in a restaurant in</td>
<td>3 tough, and we face some of those, but those are</td>
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<td>4 West Hartford, Connecticut, when the national</td>
<td>4 grown-up problems, because if I showed you some</td>
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<td>5 team was playing a game over lunch. I asked him</td>
<td>5 other slides that we showed yesterday at the</td>
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<td>6 if he was planning to run. He said no. I said,</td>
<td>6 board meeting, Ecuador, a team that was in the</td>
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<td>7 Okay, I'm going to run. That's great, I'll</td>
<td>7 Women's World Cup, hasn't played a game in two</td>
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<td>8 support you, and that was the transition in</td>
<td>8 and a half years since.</td>
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<td>9 power. It's been a little bit different this</td>
<td>9 So we have got to do better in those</td>
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<td>10 time.</td>
<td>10 areas and we will. But these are problems of a</td>
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<td>11 But that's okay.</td>
<td>11 mature organization. And if you look at our</td>
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<td>12 We've taken the sport to a place</td>
<td>12 finances, we look like a mature business. It's a</td>
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<td>13 where eight people, actually, want to do the job</td>
<td>13 soccer business, but it is a business. What Dan</td>
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<td>14 without compensation. Some have suggested maybe</td>
<td>14 does day-to-day is run a business. It's a pretty</td>
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<td>15 there should be compensation. That's a decision</td>
<td>15 big business, and it's grown very quickly, and</td>
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<td>16 and a discussion for later. That's okay.</td>
<td>16 maybe in some areas, we haven't kept pace with</td>
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<td>17 We've taken the sport to a place</td>
<td>17 it. In some areas, we haven't kept pace. I</td>
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<td>18 where the following things are true. We have a</td>
<td>18 accept that.</td>
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<td>19 professional league with 25 teams at Division 1</td>
<td>19 But what those eight candidates and</td>
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<td>20 level. A second division with 30-plus teams</td>
<td>20 what everyone else in the room is looking at is a</td>
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<td>21 across the country. A Women's league with nine</td>
<td>21 landscape that is different, completely</td>
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<td>22 teams, and yes, we lost one, but we'll get it</td>
<td>22 different. You can watch virtually any one of</td>
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<td>23 stable. World leaders on health issues, and now</td>
<td>23 our national team games on TV. We have created</td>
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<td>24 other countries are looking at our concussion</td>
<td>24 two events on the Women's side.</td>
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<td>25 protocols. A women's team that is paid far more</td>
<td>25 And we are really, really</td>
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<th>Page 55</th>
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<td>1 disappointed, no one more so than me, that we're</td>
<td>1 means, whether that means the Academy program,</td>
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<td>2 not playing in the World Cup. So is Italy. So</td>
<td>2 which we'll certainly make changes in, and a new</td>
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<td>3 is Holland.</td>
<td>3 administration coming in.</td>
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<td>4 And it will get a little easier,</td>
<td>4 So unity is a big part of it.</td>
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<td>5 because hopefully we will host the next one in</td>
<td>5 Opportunity is a huge part of it.</td>
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<td>6 '26. For this next World Cup, 48 teams will</td>
<td>6 We've got an opportunity in front of us. It is,</td>
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<td>7 qualify. I was, God hoping, it would be ten in a</td>
<td>7 I do not believe, I cannot believe, I will not</td>
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<td>8 row, but we didn't get it done. I will take</td>
<td>8 believe, that with 330 million relatively</td>
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<td>9 responsibility for that. Bruce has stepped up</td>
<td>9 well-fed people in an $18 trillion economy with</td>
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<td>10 and taken responsibility, and so have the</td>
<td>10 the facilities that we have, and the will and</td>
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<td>11 players. We are going to lose some games.</td>
<td>11 drive that is endemic in America, we can't get to</td>
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<td>12 Hugely disappointing. And all the things that go</td>
<td>12 where we want to go. I will not believe that.</td>
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<td>13 along with it, because we don't match up very</td>
<td>13 And certainty. That last part is</td>
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<td>14 well -- and I don't say this very often in</td>
<td>14 what I'm certain about. I'm absolutely certain</td>
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<td>15 public -- we don't match up very well against the</td>
<td>15 about it, that we will get there. The women have</td>
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<td>16 best teams in the world. We're matching up one</td>
<td>16 won the World Cup, and they're going to do it</td>
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<td>17 against one, on the men's side. On the women's</td>
<td>17 again.</td>
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<td>18 side, we win most of those match-ups. And it's</td>
<td>18 And so, you know, a few years ago,</td>
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<td>19 hard to beat teams, if you lose eight or nine</td>
<td>19 when Mike Edwards -- and I don't remember the</td>
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<td>20 match-ups out of 11, and I'm not talking about</td>
<td>20 exact words, he used, he goes, it was something</td>
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<td>21 against Trinidad, but Germany or Brazil or</td>
<td>21 like, you know, Sunil -- and he said it at an</td>
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<td>22 Argentina or Spain or France or England.</td>
<td>22 open microphone at an AGM -- This can't be all</td>
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<td>23 So we've got to get better. And</td>
<td>23 about you just wanting to dance with the World</td>
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<td>24 that's about what most of us are involved in</td>
<td>24 Cup trophy after we've won it.</td>
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<tr>
<td>25 day-to-day player development and whatever that</td>
<td>25 And I said, Yeah, it can be Mike. It</td>
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National Council Meeting
U.S. Soccer Federation
February 10, 2018
Orlando, FL

Mr. Kepner: This is Bob. I'm going to handle the budget today, and I would make a comment before he does that.

President Gulati: Okay. We are now on to New Business, and the one piece of new business we have is the budget. Mr. Flynn is going to handle the budget today, and I would make a comment before he does that.

Mr. Kepner: Sunil.

President Gulati: Yes?

Mr. Kepner: This is Bob. I'm going to talk -- Kepner -- I'm going to ask that we ask for a motion to approve the Credentials Committee Report.

President Gulati: Yeah, he was just telling me the same thing. So we need a motion to approve the Credentials Committee Report, which Bob and I -- it's your fault, right?

Mr. Kepner: Yes, it is my fault.

President Gulati: All right.

Excellent. I don't want to make any mistakes today, Bob. We should have approved the Credentials Committee Report.

Do we have a motion to do that?

Multiple Speakers: So move.

President Gulati: Any objections?

Unanimously approved. Thank you. Thank you, Bob. Thank you.

Before we start with the budget, I want to make one comment. I know that there was a discussion yesterday at the board about a rollback in fees from 50 cents to a dollar.

At the board meeting, the discussion at the board was to recommend that to the Council, and that was defeated 11-3. But I think people need to understand two things, what the rationale was for most of the board members. Not...
And now I will turn it over to Mr. Flynn.

MR. FLYNN: Thank you, Sunil.

I am standing in for Carlos Cordeiro.

Given his participation in the presidential election process, he proposed that I present the fiscal year '19 budget to the National Council today.

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

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

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

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

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

Successful implementation and execution of our plan will increase the value of our core property and, in turn, increase future revenue opportunities and our ability to further invest in our sport. The FY '19 budget has an operating deficit of $13 million, and a nonoperating surplus of $700,000, a total deficit result of a $13 million deficit.

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

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

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

MR. EDWARDS: So move.

MR. GROFF: Good morning.

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

But I have to tell you that for the last nine months, we have discussed this proposal that I make this morning. We discussed it again back in Philadelphia. And at that meeting, there was the eight Adult Commissioners, Youth Commissioners, Pro Council people at that meeting. And what we say today is, Please hear
February 10, 2018 Orlando, FL

Page 65

1. We supported the Federation back in 2000 when they needed the money. And so this morning, I say it's time to roll it back to that time. There are greater assets available to you now than in 2000. And so I make a motion that the current fee paid by adult players, which is $2, the current fee paid by youth players which is $1, to reduce that to adults to $1, to youth to 50 cents, and to -- the impact on the budget will be $2,500,000 of less income.

Page 66

1. of the U.S. Youth Soccer, at the time we did approve the increase in 2000. And at that time, the Federation, as you know, you and I stood there and talked to each other through a meeting standing up, for some reason, I don't know why we stood up, but we needed the money. The Federation seriously needed the money. And there was a discussion of actually an increase as high as $5 a player to fund what we could now fund with a lot of outside resources.

Page 67

1. should have it, as Mike has said, we should consider this, but in terms of today and voting on it, the bylaw and fee change must be recommended by the board, and it was not recommended by the board. Okay. But we understand both the comments and the vertical positioning a minute ago.

Page 68

1. (Applause.) PRESIDENT GULATI: Are there any further amendments to the budget or any amendments to the budget? If not, can we approve it by acclamation? Any objections? Okay. The budget is approved. Thank you.

Page 69

1. (Pages 65 to 68)
<table>
<thead>
<tr>
<th>Page 69</th>
<th>Page 70</th>
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<tr>
<td>1 unanimously. Thank you.</td>
<td>1 THE PARLIAMENTARIAN: The approval of the action of the board is not an appropriate action for this body. This body is only -- those matters are put before this body for the interest of the body. This matter has been discussed, and there's precedent in prior rulings of the chair on this matter.</td>
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<td>2 We are on to election of --</td>
<td>3 MR. BORTS: Was that just mentioned in our President's request?</td>
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<td>3 MR. BORTS: You mentioned the actions of the board in that approval -- Dave Borts, from Rhode Island, Adult Soccer --</td>
<td>4 THE PARLIAMENTARIAN: It's part of the pro forma reports based on the bylaw, the way the bylaws state that actions of the board will be reviewed, as was part of the reports that you have already received.</td>
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<td>4 PRESIDENT GULATI: I'm sorry.</td>
<td>5 MR. BORTS: I do believe they need to be approved by the body; is that correct?</td>
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<td>5 MR. BORTS: -- was that including the actions of the board?</td>
<td>6 THE PARLIAMENTARIAN: No, they do not.</td>
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<tr>
<td>6 THE actions of the board during the year -- yes, the answer is yes.</td>
<td>7 MR. BORTS: So it's a misnomer in the agenda?</td>
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<td>7 MR. BORTS: Well, we did not get a good chance to comment on it. It was put as one request.</td>
<td>8 THE PARLIAMENTARIAN: Correct. It's the policies that need to be approved. The actions of the board are just reviewed, which has already been done.</td>
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<tr>
<td>8 PRESIDENT GULATI: Is that in there?</td>
<td>9 MR. BORTS: Okay. Well, for future reference, it shouldn't be there, or we should be allowed to comment on them and vote on them because there are objections. Thank you.</td>
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<tr>
<td>9 MR. BORTS: Yes, I do.</td>
<td>10 Come on -- I wanted to say that all day.</td>
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<tr>
<td>10 PRESIDENT GULATI: Okay. So which is the one that approves the actions of the board?</td>
<td>11 Somebody is out of -- you are out of order.</td>
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<tr>
<td>11 PRESIDENT GULATI: Okay. We need somebody smarter than me here. Go ahead.</td>
<td>12 I didn't get the gavel. I was looking for the gavel. Out of order. Don't do it again.</td>
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<th>Page 71</th>
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<td>1 reference, it shouldn't be there, or we should be allowed to comment on them and vote on them because there are objections. Thank you.</td>
<td>1 for the Youth. Chris, you are out of order.</td>
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<tr>
<td>2 PRESIDENT GULATI: Okay.</td>
<td>3 Come on -- I wanted to say that all day.</td>
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<td>3 We are on to election of U.S. Soccer Foundation representatives. And I'm presuming that we're going to get one nomination from each council, as has been the tradition, not the requirement; we can certainly take nominations from the floor. But let's start with Youth Council representative. Do we have a nomination for a representative that is associated with Youth Soccer?</td>
<td>4 Somebody is out of -- you are out of order.</td>
</tr>
<tr>
<td>4 MR. HARRELL: Youth Council nominates David Messersmith.</td>
<td>5 I didn't get the gavel. I was looking for the gavel. Out of order. Don't do it again.</td>
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<td>6 MR. MESSERSMITH: Yes.</td>
<td>7 Any objections? David, you are back on the Foundation board. Congratulations. (Applause.)</td>
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<tr>
<td>7 PRESIDENT GULATI: Any other nominations? Hearing none, we'll close nominations. And by acclamation, David -- I'm sorry. We have another nomination?</td>
<td>8 PRESIDENT GULATI: Adult Council Representative.</td>
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<td>8 MR. AHRENS: Juergen Sommer.</td>
<td>9 MR. MOTTA: Here, Sunil. John Motta, Chairman of the Adult Council. We would like to put Richard Groff's name in nomination to represent the Adult Council.</td>
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<tr>
<td>9 PRESIDENT GULATI: No, this is just for the Youth. Chris, you are out of order.</td>
<td>10 PRESIDENT GULATI: Okay. The Parliamentarian is telling me he's no longer eligible, because he stood up before. I don't know what's going on.</td>
</tr>
<tr>
<td>10 MR. BORTS: Okay. Well, for future reference, it shouldn't be there, or we should be allowed to comment on them and vote on them because there are objections. Thank you.</td>
<td>11 Okay. Richard Groff.</td>
</tr>
<tr>
<td>11 Anybody else want to run? Two tickets for the World Cup final if you do. All right. We'll close nominations. By acclamation, Mr. Groff, congratulations.</td>
<td>12 Anybody else want to run? Two tickets for the World Cup final if you do. All right. We'll close nominations. By acclamation, Mr. Groff, congratulations.</td>
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February 10, 2018 Orlando, FL

<table>
<thead>
<tr>
<th>Page 73</th>
<th>Page 74</th>
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<td>acclamation.</td>
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<td>2</td>
<td>(Applause.)</td>
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<td>3</td>
<td>PRESIDENT GULATI: We have one</td>
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<td>4</td>
<td>confirmation/election for an Independent</td>
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<td>5</td>
<td>Director. Lisa Carnoy has been recommended by</td>
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<td>6</td>
<td>the board and has been serving and now needs to</td>
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<td>7</td>
<td>be approved by the full body.</td>
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<td>8</td>
<td>Do we have to -- are there any other</td>
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<td>9</td>
<td>nominations for the Independent Director spot?</td>
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<td>10</td>
<td>They would come up here, and you will hit the</td>
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<td>11</td>
<td>ball with Lisa. None. Hearing none, close the</td>
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<td>12</td>
<td>floor. Lisa Carnoy, after the last few months,</td>
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<td>13</td>
<td>do you still want to serve?</td>
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<td>14</td>
<td>MS. CARNOY: Yes.</td>
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<td>15</td>
<td>PRESIDENT GULATI: Okay. Lisa is</td>
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<td>16</td>
<td>serving.</td>
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<td>17</td>
<td>(Applause.)</td>
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<td>18</td>
<td>PRESIDENT GULATI: I told her it's</td>
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<td>19</td>
<td>never controversial and so on. By acclamation,</td>
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<td>20</td>
<td>Lisa Carnoy.</td>
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<td>21</td>
<td>(Applause.)</td>
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<td>22</td>
<td>PRESIDENT GULATI: I should mention</td>
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<td>23</td>
<td>here, a couple of things -- and it will come up</td>
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<td>24</td>
<td>later as well, but let me mention them here.</td>
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<td>25</td>
<td>We have three independent directors,</td>
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<tbody>
<tr>
<td>1</td>
<td>Today will be her last meeting.</td>
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<td>2</td>
<td>(Standing applause.)</td>
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<td>3</td>
<td>PRESIDENT GULATI: And while we're on</td>
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<td>4</td>
<td>the subject of people we have been able to get</td>
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<td>5</td>
<td>rid of, we have one other person that will be</td>
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<td>leaving the board today, and has given us, with,</td>
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<td>I think, one small interruption, somewhere in the</td>
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<td>'80s or '90s, 28 years of service on the board</td>
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<td>and years of leadership at USYS, in Colorado, on</td>
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<td>various committees, at CONCACAF, and certainly as</td>
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<td>president of U.S. Soccer and was president and</td>
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<td>12</td>
<td>hired Bruce Arena when we had the most successful</td>
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<td>World Cup run we've had since the '30s, when</td>
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<td>there were only four to six teams, a great friend</td>
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<td>15</td>
<td>of many years, adversaries during one election in</td>
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<td>16</td>
<td>the '80s, but have become great friends.</td>
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<td>17</td>
<td>It was an absolute honor to be a</td>
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<td>vice-president while Dr. Bob was president, and</td>
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<td>19</td>
<td>what he's done for the sport, a lifetime of</td>
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<td>sport, which he's not stopping, he's still</td>
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<td>21</td>
<td>coaching and doing a course in sports in society,</td>
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<td>22</td>
<td>and his wisdom and experience has been absolutely</td>
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<td>the right model for a past president, offering</td>
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<td>the experience, offering help, but not</td>
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<td>25</td>
<td>interfering. I'm not sure I will live up to</td>
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and as I have said, I think at every meeting since we've started to have independent directors, it is one of the best things we've ever done when we changed our bylaw in 2006 and added them. It's been a godsend for two reasons. One is having independent directors is a good thing, but we have been extraordinarily lucky to get three terrific independent directors at the beginning and throughout, and the dean of that group, if you will, or the president of that group, Dr. Shalala, who has been with us for 11 years, and been term-limited out, unfortunately, and many of you have met Donna along the way, has given us extraordinary service, absolutely extraordinary service, has out-worked me, when we were walking around in China and I wanted a taxi and she wanted to walk six miles. And her thinking process, her experience, her knowledge base, her integrity are just beyond belief, frankly. A Presidential Medal of Honor winner, eight years in the Clinton Administration, president of multiple universities, and just absolutely a dream for us as a board member.

I want to thank you for that, Donna.
That. But Dr. Bob, on behalf of the body, on behalf of the sport, and certainly on my behalf personally, thank you for everything you have done. (Standing applause.)

PRESIDENT GULATI: Okay. I think we're just about ready to adjourn. Yeah -- we can leave that to the body -- it is 9:36. So we have two options. We are running well on time. We can get right to the elections, and that part of the process is going to take a little time, even with 15 minutes between rounds, if we have rounds. Or would you like to take a bathroom/water break now? I'm indifferent on this. How many people want a bathroom -- raise your hands if you would like a break now? Now wait a minute, we've got a weighted vote, so I've got to look at the athletes and pros. Okay. They need a break as well.

We will resume -- it's 9:36 -- at 9:55; 19 minutes. (Brief recess taken from 9:36 a.m. to 10:00 a.m.)

All right. And we've decided earlier, 15 minutes, that was the only amendment, 15 minutes of caucus time between rounds. All right. Any questions with all of that? So that's part of the rules. Each of the candidates will have five minutes to make a statement to the Council, and they drew lots yesterday. It's also the same order in which they will be listed on the board. So that's all been done randomly in their presence by the Credentials Committee. So let us start immediately first with Paul Caligiuri. Paul, please come on up. (Applause.)

MR. CALIGIURI: I never liked taking the first penalty kick, but I did draw the first lot, that must say something, but certainly whoever becomes the next President has huge shoes to fill. Thank you very much, Sunil Gulati, for everything you have done and contributed and will continue to do. I'm honored and appreciate this opportunity to speak. And many times I have been asked, Why are you running for U.S. Soccer Federation President? For me, it was quite simple. It was natural, because I have been -- dedicated my entire life to this beautiful game. This campaign journey has been amazing. I've got to talk with some old friends, got reacquainted, meet some new friends, of course, talk soccer every day.

But there were a couple of exceptions along this journey. Some rules kept changing. It was like coming out for the second half, and they took 20 minutes off the clock, and gave the opponent a 1-0 lead. There was also this notion that was pushed that the U.S. Soccer Federation President must be able to manage 160 employees and have significant business experience. At first, I felt disappointed, and frankly, a bit insulted, but let me give you this from the reverse side, if we really just look at this transparently and say let's flip this scenario. Since playing college soccer at UCLA, I spent 15 years on playing professional soccer on the Men's National Team. After I retired from professional soccer, I spent 15 more years being immersed in soccer in every capacity, from the grassroots...
Those are inputs. And anyone in product, and the product is the player. Experts, and experts, that the best knows the all outputs.

When we failed to qualify for the World Cup, it wasn’t because of any marketing agreement or TV contracts or branding. Those are all outputs. See, our business is we need to be experts, and experts, that the best knows the product, and the product is the player. Those are inputs. And anyone in

We have a big opportunity today, and I would love to lead and serve the millions of Americans, and I hope that we do the right thing, and I’m asking you to feel, share my unified vision, and elect Paul Caligiuri for U.S. Soccer President.

Thank you so much.

PRESIDENT GULATI: Thank you, Paul.

Next Steve Gans.

MR. GANS: Good morning everyone.

I want to begin by telling you what a great honor it has been for me to meet with you since last May and listen to your concerns and hopes for the future of soccer in America. I want to first start by thanking Sunil Gulati for what he has accomplished. My running was forward-looking, not a statement of the past. He deserves our gratitude for his service to soccer.

We all talk about changes we want to see in U.S. Soccer and in the Federation, but I believe strongly in responsible change. That means hard work, asking more of you and of me. This won’t be easy. We have come a long way since my father immigrated to Boston from Germany in 1938. He couldn’t find a quality soccer game to watch and would take the train just for the day to New York City to watch semipro games from the ‘40s through the 1960s. Today, change starts with someone who can lead U.S. Soccer immediately.

It’s about experience.

I have experience in corporate governance. We love this sport, but we must be mindful that this is a business, $100 million business, with 150 employees. On day one, we need someone who knows how to do that. I have 30 years of business and organizational leadership experience. Importantly, as President of the Board of Directors, I pledge that this position will be and shall remain appropriately an unpaid position.

But this is not any old $100 million organization. It is America’s Soccer
National Council Meeting
U.S. Soccer Federation

February 10, 2018 Orlando, FL

Page 85
organization, and so, of course, we need someone who knows this sport through and through. There is a lot of experience in this room. Mine is at all levels of the game, from youth to adult to the pros, to the premier league, as a player, coach, parent, executive, administrator, board member and advisor, variously.

On my first date with my wife in 1980, Lori, who is out in the audience, I talked about my vision for soccer. Bold move on a first date, I know.

I have been focusing ideas about how to improve the experience of soccer at all levels in America since before then, and I have learned so much over the past year from you, from meetings, and phone calls, and trips to Dallas, Lake Tahoe, and Philadelphia.

I want to specifically talk about the state associations for a moment. You have carried a tremendous burden. One of my proudest accomplishments in soccer was helping successfully turn around the Boston World Cup bid effort, but I also know that the massive financial success that U.S. Soccer began to enjoy as a result of World Cup '94 began the

Page 86
marginalization of the state associations.

You have not been shown appropriate respect by Chicago, and you have lost your voice. I pledge your voice back, so that you never wake up to find that a decision has been made about your programs or policies without discussion with and input from you. Together, we will fix the infighting between sanctioning organizations that is causing so much confusion, frustration, and burnout in Youth Soccer, and which is contributing to the 75 percent attrition rate at U-13. Together, we will reinvigorate the ODP program and insure that every American youth player has a true pathway, no matter in which state he or she is born. Together, we will bring the joy back to the game, so that youth players maintain their passion for the game throughout their playing careers.

Together, we will raise the attention for membership of adult soccer, the important segment of our sport which provides cradle-to-grave opportunities from age 19 to 70, for those who importantly want to maintain continuous connection to our great sport.

We will ensure that the Women's National Team players achieve equal working conditions and pay parity, and that all members of our national teams, whether it's men's, women's, paralympic, beach or futsal, receive the proper respect owing them for their respective great achievements and for wearing the national team jersey. We will assure that little girls can dream to become professional players, coaches, and DOC's and executives in our sport. I want to specifically talk about the state associations for a moment. You have carried a tremendous burden. One of my proudest accomplishments in soccer was helping successfully turn around the Boston World Cup bid effort, but I also know that the massive financial success that U.S. Soccer began to enjoy as a result of World Cup '94 began the

Page 87
I'm excited to start, and I humbly ask for your vote, and I ask you to stick with me today.

(Applause.)

PRESIDENT GULATI: Thank you, Steve. Number three, Michael Winograd.

Michael come on up.

(Applause.)

MR. WINOGRAD: I feel like I'm at the Emmy's.

Let me just start by saying thank you to all of you for all of your time and work in this election. I know it's been a lot for you, but I feel like we're going to get a lot out of this. It's going to be worth it. It is an important election. I entered this race because I wanted to make U.S. Soccer better.

We've come a long way. When I was a kid, as many of you probably remember, if you wanted to watch soccer, you had to get up early in the morning on a Sunday and skim through hope that something was on Univision.

When I started coaching my son's team, my son was about, our oldest, about ten years ago, I was very excited to see generations and generations of soccer. One of the first

Page 88
I mentioned my father. If he were sitting with us today, he would be proud to see how far our game has come. He was centered by his sense of fairness, and he would be heartened to see how far the game has grown. But just like you, he would be disturbed to see how much Dysfunction exists in the game right now. He would be so proud to see my sons, Noah and Josh, play; he would be proud to see me standing here. What he instilled in me, the joy of the game, has been passed down. It is for that joy that we all do this work. We can make it so for everyone.
February 10, 2018 Orlando, FL

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
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. recalculate 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

Page 90

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

Page 91

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.

Page 92

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,
22. Fourth up, Kathy Carter.
23. (Applause.)
24. MS. CARTER: Good morning. It's
25. still morning, although it feels like it's

National Council Meeting
U.S. Soccer Federation
Thank you-all for being here, for the contributions you’ve made to this election process. I’ve had a great opportunity to speak with many of you and spend time hearing your challenges in your local markets. But before I even start about how we want to move forward, I want to actually introduce me to lifelong friends who have put forth over the last few months forward, and so I want to thank them for all of their efforts.

As I woke up this morning, I actually thought of my dad. You know, he was one of my first coaches, and he did it with a how-to book, of how you actually coach soccer in baseball cleats, because he didn't know the game. And now with those books and his baseball cleats and his infinite love for me, his daughter, he changed the course of my life, because I have spent that life in this game.

Little did I know that the game would actually introduce me to lifelong friends who would actually get me into college and shape my college experience. It would give me my first job, start me on my career, and even introduce me to the love of my life.

But I know you guys in the audience have similar experiences and similar stories. Think of where you discovered our beautiful game, and now reflect on the lives of those you have actually touched as a result of your involvement in this game. Those people are actually in this room. They're represented by you, our membership.

Soccer is many things to all of us. It's a beautiful game. It's our passion. For some, it's a profession. For players at all levels, fans, and volunteers, it's a source of infinite enjoyment. For leagues, it's an enterprise with immense possibility. And for every American, our national teams are sources of inspiration and aspiration.

But the administration of our game and our federation stewardship of this game are set to change. We must align as a sport and as a membership, and I am asking for your support because I want to lead that change.

We cannot do that with a few band-aids. We must do that with work, very hard work, that will allow us to address the root cause and define a better future for our game. And, most importantly, we must listen to each other and have respectful discourse about the future of our game and the solutions that will take us forward.

The next president of U.S. Soccer must wake up in, every morning, with a clear vision for what will make our nation one of the greatest soccer nations in the world, and just as critically they must have the experience needed to actually make change happen.

In my years as a player, I have learned hard lessons about compromise and about hard work. These served me well as I came into the business world. And these are the same lessons that have taught me how to collaborate and give me a leadership style that I think we are ready for. I believe our Federation needs to set ambitious goals. I think we need to work as a team. I think we need to collaborate with every stakeholder, and we need to continue to fight for equality, diversity, and opportunity.

As you know, I released a platform that lays out initial steps that I would take as President of U.S. Soccer. My proposals are actually grounded in the conversations with you, our membership.

Together, I believe that we need to continue to evolve our culture. We need to prioritize improvements in Youth Soccer. We must grow the adult game. And we need to support all of our national teams. And as I’ve said, time and time again, we must go all in on our Women’s program, which has been the beacon of opportunity around the world and one that we must continue to press forward with.

I could go on, but I only have about 55 seconds left, and I would say I'm passionate about this game, and as we all would say, we can talk about it all day.

But talk, it's time for us to stop that and actually start moving towards action. So I'm actually asking you respectfully today for your support. If elected, I will serve this organization with integrity, energy, and unparalleled commitment to the game and the soccer community.

I would make it my mission to hear
February 10, 2018 Orlando, FL

Page 97

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

Page 98

1 mean it maybe the way it came off. You meant we
2 need fresh blood. We need new 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,

Page 99

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

Page 100

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

25 (Pages 97 to 100)
February 10, 2018 Orlando, FL

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

Page 102

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

Page 103

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

Page 104

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
February 10, 2018

A vote for either one of them is a vote for the status quo, disunity, discord and more failure.

That, and it's really about belief.

Okay. The music didn't start, so that will be the last you hear from me today.

But there is a tomorrow. Let's make it a good one. Thank you. Good luck.

(Pause.)

PRESIDENT GULATI: Thank you, Eric. Seventh on the list, Hope Solo.

Hope, come on up.

(Pause.)

MS. SOLO: Ladies and gentlemen, when I decided to run for the office of the presidency, I did it because I couldn't stand by and watch the sport I love, this beautiful game, continue to fail the people it was supposed to serve.

As I stand before you today, with one last opportunity to address you before the election, I feel like I have said everything there is to say, and I have outlined it in detail in a complaint that I filed with the USOC, because I believe the Federation has lost its way and has forgotten its fundamental obligation as a National Governing Body to develop the sport for all, our youth, our adults, our recreational athletes, and our USF team, everyone.

I have seen it firsthand from my own experiences, and I have heard from so many of you, throughout this election, how important change is to you.

Your words and your passion for the game have inspired me and have been the driving force of my entire campaign. You are the ones that I represent, and you are the ones that I will fight for.

For those of you who think the state of soccer today in the U.S. is good enough, then you should vote for more of the same.

The establishment is backing two candidates, who represent continuity, who represent not change, and who will deliver more of the same: Failure on the pitch, chaos, and conflicts off of it, and not the progress that we need.

The two establishment candidates, Carlos Cordeiro and Kathy Carter, haven't just been part of the system, they have created and shaped U.S. Soccer into what it is today.

A vote for either one of them is a vote for the status quo, disunity, discord and more failure.

I was a player for nearly 20 years, and I saw firsthand what Carlos Cordeiro, what Carlos Cordeiro's idea of change is. You cannot as a vice-president claim that you are the lone voice of change while all of this happens under your watch. And you, as delegates, cannot buy that. He was part of the Federation that generated millions of dollars on the backs of its women's players, who have been the economic engine in this Federation for years, yet treated like second-class citizens.

In 2015, as the best goalkeeper in the world, I had to play 23 games, win a World Cup, and win the Golden Globe, the Golden Glove, only to make $40,000 less than Tim Howard, who only had to play eight games and win nothing in his World Cup year.

He was part of the Federation that could have been the first in the history of the sport to pay its women equally. Instead, that honor goes to Norway, while the U.S. Women, the most successful team ever, has to force it.
through the court system.

He was part of the same Federation that time and time again approved unsafe playing conditions for the women who still play on turf while the men play on grass. He was part of the Federation that thinks it's acceptable for a female player in the NWSL to make less than $10,000 a year and have to take a second or third job just to fulfill her dream of being a professional athlete.

He was part of the same federation that leaves me with no health insurance. No retirement of any kind, after serving my country, as the best in the world for 20 years. For ten years, Carlos Cordeiro was in a position to create change, and he did nothing. He failed me. He failed my teammates, and he failed the women of the NWSL, the Boston Breakers, who just folded weeks ago, while the Federation did very little to stop it.

Yes, I'm passionate about equality. I'm passionate about building an underdeveloped women's game, not just because it's good business. Yet the business women among the candidates, Kathy Carter, who proclaims that she is all in on the women's game, never once showed any kind of support for us during our fight for equal pay.

As the highest-ranking female soccer executive in America, whose voice could have meant something, Kathy Carter was silent. She calls for equal pay and transparency. Yet when the two United States Senators asked Soccer United Marketing under Kathy Carter for a breakdown of revenue for the Men's and Women's National Teams, she refused.

We are better than this.

Ladies and gentlemen, I ask you, open your eyes and your hearts and do what you know is right. Throughout this campaign, I have encouraged and implored those of you with power to make change, to use that power. And I issue a direct challenge to every council before me: We can't be here four years from now realizing we made big mistakes. You must use the power of your vote to once and for all bring down this failed system of governance that is nothing less than self-interest.

I ask again, what will you do with your vote? If we want and desire vast and necessary changes, we must demand it with our votes. If we want the change we all speak about, your choice must be a true change candidate. Never before have we had this opportunity to transform soccer.

Today, please don't fail our youth. Our women, our young girls, are underrepresented in communities, and please don't fail yourselves by failing to act.

Thank you.

(Appause.)

PRESIDENT GULATI: Okay. Thank you, Hope.

Carlos Cordeiro.

(Appause.)

MR. CORDEIRO: Good morning everyone.

We're all here for the same reason. We all love this game, and whoever wins this election, we need to come together to make soccer in America the very best it can be.

We have made progress, but we need to make more. Today the status quo is unacceptable. U.S. Soccer needs to change. Transformational change.

This vote comes down to one simple question. Who can actually deliver that change?
February 10, 2018  Orlando, FL

<table>
<thead>
<tr>
<th>Page 113</th>
<th>Page 114</th>
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<tbody>
<tr>
<td>1  First and most immediately, we</td>
<td>1  referees. And we need multiple pathways to</td>
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<tr>
<td>2  absolutely must win our bid to cohost the Men's</td>
<td>2  develop the next generation of elite players.</td>
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<tr>
<td>3  World Cup in 2026. Along with hosting the women</td>
<td>3  That includes a well-funded ODP for all our</td>
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<tr>
<td>4  in ’27, it will be an extraordinary opportunity</td>
<td>4  members.</td>
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<tr>
<td>5  to transform soccer in America. It will generate</td>
<td>5  Third, we need to continue to invest</td>
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<tr>
<td>6  hundreds of millions of dollars to invest in our</td>
<td>6  in world-class national teams. We have to find</td>
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<tr>
<td>7  players. It will reenergize our grass roots and</td>
<td>7  the very best general managers for our women and</td>
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<tr>
<td>8  inspire a new generation of girls and boys.</td>
<td>8  our men, because soccer operations should be run</td>
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<tr>
<td>9  I'm the only candidate who is on the</td>
<td>9  by soccer experts. We have to reset how we work</td>
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<tr>
<td>10  board of the United Bid Committee, the CONCACAF</td>
<td>10  with our national team players. Our teams should</td>
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<tr>
<td>11  Council, and FIFA’s stakeholders committee.</td>
<td>11  never again question our commitment to equal pay</td>
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<td>12  I will be relentless in the pursuit</td>
<td>12  and equal resources, and we have to increase</td>
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<td>13  of this bid.</td>
<td>13  support for all our national teams, our</td>
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<tr>
<td>14  Second, we have to dramatically grow</td>
<td>14  incredible paralympians, beach, futsal, deaf, and</td>
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<tr>
<td>15  our grassroots. We need to invest more in adult</td>
<td>15  power athletes. We have to continue to</td>
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<td>16  programs, so more Americans make soccer their</td>
<td>16  strengthen our men’s professional leagues in all</td>
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<tr>
<td>17  game for life.</td>
<td>17  divisions and build the NWSL into the strongest</td>
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<tr>
<td>18  For our youth, we need to level the</td>
<td>18  women’s league in the world.</td>
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<tr>
<td>19  playing field for all competitors. I will make</td>
<td>19  Finally, all these priorities depend</td>
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<tr>
<td>20  sure that U.S. Soccer is your partner, not your</td>
<td>20  on leadership that is open and inclusive, where</td>
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<td>21  competitor. We need to work together to bring</td>
<td>21  we work with all our members before decisions are</td>
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<tr>
<td>22  the millions of unaffiliated youths into our</td>
<td>22  made, and where we make equality and diversity a</td>
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<tr>
<td>23  ranks. But for that, we have to make soccer more</td>
<td>23  priority across our Federation.</td>
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<tr>
<td>24  affordable, reduce the cost of coaching</td>
<td>24  I want to close by making a promise.</td>
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<tr>
<td>25  education, and recruit and entertain more</td>
<td>25  If elected, I will be your partner.</td>
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<tr>
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<th>Page 116</th>
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<tbody>
<tr>
<td>1  I will listen. I will be inclusive. And I will</td>
<td>1  will just give a little -- after you finish your</td>
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<tr>
<td>2  work with you to deliver the change we need</td>
<td>2  statement now, I will give a little review of how</td>
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<tr>
<td>3  together as one united soccer community.</td>
<td>3  it will proceed, the voting, okay.</td>
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<tr>
<td>4  I'm asking for your vote, and I will</td>
<td>4  PRESIDENT GULATI: You meant in the</td>
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<tr>
<td>5  be honored to have your support. Thank you.</td>
<td>5  middle of my statement?</td>
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<td>6  (Applause.)</td>
<td>6  All right. You are good, Bob. Let's</td>
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<td>7  PRESIDENT GULATI: Okay. Just one</td>
<td>7  go ahead. I'm done.</td>
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<tr>
<td>8  correction. There was a slight disagreement</td>
<td>8  MR. KEPNER: Okay. Thank you. Well,</td>
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<td>9  between some of our folks on the rules. The</td>
<td>9  we'll first display all eight candidates, I</td>
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<td>10  automatic, what's in the rules now, is the bottom</td>
<td>10  through 8. The numbers will be indicated, and</td>
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<td>11  person drops out after the third round. So we</td>
<td>11  then that's when you will start, as soon as the</td>
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<td>12  will have completed three rounds, and someone has</td>
<td>12  display goes on to the screen.</td>
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<td>13  to drop out. That's the automatic one.</td>
<td>13  Again, as I stated, when I was up</td>
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<td>14  If anybody wants to drop out, because</td>
<td>14  above on the stage, I will be seeing, along with</td>
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<td>15  they're not in the top 2, 5, 6, 7, they can do</td>
<td>15  the independent monitor here, election monitor</td>
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<td>16  that. If they do it in that way, if they</td>
<td>16  and the keypads vendor, we will see the number</td>
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<td>17  withdraw, their name is not on the board, and you</td>
<td>17  going up. There are 507 keypads, so we are going</td>
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<td>18  can't vote for them. In that fourth round, where</td>
<td>18  to be looking to see that. When voting stops, at</td>
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<td>19  somebody is automatically out, if we're going</td>
<td>19  that point, I will wait just very briefly, and I</td>
</tr>
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<td>20  that long, then you could still vote for them,</td>
<td>20  will start counting 5, 4, 3, 2, 1, 0, and I will</td>
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<tr>
<td>21  but their name is not on the board.</td>
<td>21  say, Stop. You will see it on the screen as</td>
</tr>
<tr>
<td>22  Okay. So unless there's any</td>
<td>22  well.</td>
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<tr>
<td>23  questions, I think, we are ready to start the</td>
<td>23  There will, at that point be a slight</td>
</tr>
<tr>
<td>24  process of the first ballot.</td>
<td>24  delay, because the independent election monitor</td>
</tr>
<tr>
<td>25  MR. KEPNER: Sunil, this is Bob. I</td>
<td>25  wants to verify that the total number of votes</td>
</tr>
</tbody>
</table>
that are displayed are not in excess of the total votes available.

So I just wanted to explain to you that there will be that slight delay, and then we'll display.

Okay.

PRESIDENT GULATI: Bob, one question that's been asked. What we're going to see on the display, will it be raw totals, percentages, or both?

MR. KEPNER: Both.

PRESIDENT GULATI: Thank you. So it's over to you, Credentials Committee, to start this at your will.

MR. KEPNER: Yeah, actually, the independent election monitors pointed out, it will be weighted, this vote.

PRESIDENT GULATI: Weighted votes.

MR. KEPNER: Okay. Thank you.

PRESIDENT GULATI: So we're ready, Robert?

MR. KEPNER: We are ready.

PRESIDENT GULATI: So put the names on the board.

MR. KEPNER: And you can start on their screen.

PRESIDENT GULATI: Everyone has got a "received"?

(Pause in proceedings for voting.)

MR. KEPNER: Okay. Sunil, here's where we stand -- and folks, here's where we stand, not just Sunil listening, but everybody -- we presently have 411 of 507 keypads reporting. We do not consider that to be adequate. And we are feeling here at this point, with the keypads and the system that we should cancel these and restart again.

PRESIDENT GULATI: All right. Bob, can -- hang on -- from operating this, in some systems when you push a number, the same number a second time, push your last entry, it seems on these, if you push a second number, you get 24, for example, or 33, so should people only be pushing one and then hitting send? So -- go ahead -- okay.

So we're going to restart it. You are going to hit one number, and if you want to delete that number, you hit delete, which is very different on a different system, and put in the new number, and then hit send and have received, voting. You can begin voting.

PRESIDENT GULATI: A lot of people are getting the screen that says, Please vote, even after you push the button.

MR. KEPNER: We're getting -- it's clicking along here.

UNIDENTIFIED SPEAKER: You have to press "send."

MR. KEPNER: The votes are coming in, assuredly, I will tell you that.

PRESIDENT GULATI: After you put your vote, hit "send," it will say "received."

MR. KEPNER: You do not have to press "send." It will say "received" on the screen.

PRESIDENT GULATI: Right, and it only does that when you hit send.

MR. KEPNER: Go ahead and do it both ways.

For those of you who have not voted, press your number and press send.

PRESIDENT GULATI: Bob, is the period over?

MR. KEPNER: No. The keypad vendor has told me that everybody who has successfully transmitted a vote will see the word "received" and, hopefully, we will get better than 80 percent response from people in the room, okay.

MR. KEPNER: I'm going to repeat exactly what Sunil said, just for the sake of emphasis.

Press your number, and then press send, and then you will see "received" on the face of --

PRESIDENT GULATI: Tell us when we start.

MR. KEPNER: Begin now.

(Pause in proceedings for voting.)

PRESIDENT GULATI: Okay. Now, we've got a few more.

MR. KEPNER: It is clearly working; 500 of 507 have voted. Begin voting now.

Closing 5, 4, 3, 2, 1. Stop.

PRESIDENT GULATI: Robert, you will give us a warning when these are about to come up?

MR. KEPNER: Yes, I will.

PRESIDENT GULATI: I'm just looking at the FIFA abridged Robert's Rules of Order, and apparently, if it's not up within a minute, the incumbent retains the seat.
(Applause.)

MR. KEPNER: The results will be displayed now.

PRESIDENT GULATI: Okay. The results -- obviously, we do not have a winner, and we will go to Round 2.

If any of the candidates would like to approach me and indicate a lack of desire to continue, do so in the next minute. If not --

I'm sorry?

MR. RUBENSTEIN: Sunil -- why do we get 121,652 votes? Weighted, we only need 12,000, and some odd --

UNIDENTIFIED SPEAKER: Yeah, it was 12,000 --

MR. RUBENSTEIN: Read what it says up there.

PRESIDENT GULATI: I got it. I got it.

So these are --

MR. KEPNER: So let me explain that.

PRESIDENT GULATI: -- throw out the decimals.

MR. KEPNER: That's really representing 1216.52, on a weighted basis, that's correct, so that's the combination between the system of the keypads and our systems. So there's -- they take our number and actually multiply it by 100, so that's why it's showing that.

PRESIDENT GULATI: So it's 441.43, whatever you just said is right.

Okay. We go into the percentages.

So we will go -- I'm sorry. We have 15 minutes between rounds, and those, in the first five minutes, if you would like to withdraw, please come and see me. Otherwise, we will start again with the second round of voting in 15 minutes from now.

Bob, can we please leave the results on the board? Leave the results on the board. Thank you.

(Pause in proceedings for caucus.)

PRESIDENT GULATI: Okay. Just for the group, so you know, as well as Mr. Kepner, we have one official withdrawal. Paul Caligiuri is withdrawing and thanks the group for its attention and support.

(Applause.)

(Pause in proceedings continued.)

PRESIDENT GULATI: We're starting in one minute. Please grab a seat.

Okay. We're just about ready to get started. If you could take your seats please.

If you weren't in the room before -- are we back in session yet? Okay. So we are starting up again. If you were not in the room, Mr. Caligiuri has withdrawn and thanked the group for its support and for listening to him.

(Applause.)

PRESIDENT GULATI: So his name is no longer on the list, and we are now, 2 through 8.

Mr. Kepner, it's back over to you to open the voting at your will.

MR. KEPNER: Okay. Just again a review that when I say start voting, then you press your vote number. Press the word "send," and the word "received" should appear on your monitor. Let's begin voting now.

(Pause in proceedings for voting.)

PRESIDENT GULATI: Put Mr. Kepner's mic on please.

MR. KEPNER: We'll start counting down now. 5, 4, 3, 2, 1. Stop.

PRESIDENT GULATI: Okay. And as previously mentioned, this will take a minute or so.

MR. KEPNER: Correct.

PRESIDENT GULATI: Although again, looking at these rules on the second round, under the FIFA rules, it's 30 seconds where the incumbent retains -- actually, under the FIFA rules, the incumbent always retains.

(Applause.)

MR. EDWARDS: That's the only rule.

PRESIDENT GULATI: That is the only rule. Thank you, Michael --

MR. RUBENSTEIN: -- you haven't carried a (inaudible).

PRESIDENT GULATI: -- still got to have fun. It's a sport, guys.

MR. KEPNER: We'll display now.

PRESIDENT GULATI: Okay. We still do not have a winner. Some changes, obviously.

So there is no automatic dropout in this round. The only dropout is if someone volunteers to do so. So we will proceed to the next round, the third around. After that next round, the bottom two will, in fact, drop out.

The only way someone drops out here is if it's on
February 10, 2018
Orlando, FL

U.S. Soccer Federation
National Council Meeting

Page 125

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: So in this round,
21. same system that we used before. Press your
22. number, press the word "send" and the word
23. "receive" should appear.
24. Okay. We're ready to display. Begin
25. voting.

Page 126

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

Page 127

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?

Page 128

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23. can go to anyone else, and I --
24. MR. RUBENSTEIN: -- the rules, to
25. elect the vice-president?
the right thing, and do the right thing meant


And in one of the cases, this very

famous case of what happened in Trinidad with

$40,000 being handed out to a number of people,

Mr. Sealey is an absolute hero in that process.

So, Anton, on behalf of all of us, thank you for

what you did to clean up the game.

(Applause.)

PRESIDENT GULATI: Anton, take a bow,

man.

(Applause.)

PRESIDENT GULATI: One of the best

people you will meet in the game anywhere. So

thank you both for coming.

I want to thank a number of people,

and most of them are here, and I won't thank too

many that aren't here, because it would take too

long, and then they're sort of in different

groups, long-time friends, long-time supporters,

people that were supporters before October 11th,

and after. People that wrote letters for me and

reconfirmed those after.

Burt Haines, friend for a long time.

Thank you for your friendship. And for your

friendship. Alec Papadakis, friend for many,

many years. Thank you for what you have done and

your friendship. My friends from Connecticut,

especially Kathy Zolad, who is here, long-time

friend. Had a field named after her at the

University of New Haven. Al Bell, who is not

here, who got me involved in the game. My

friends from Eastern New York, especially, Sal

and Peter and Richie. Two friends from North Texas,

who were absolutely terrific in this

process, David and Billy, thank you.

Some relatively new friends, Steve

Malik, who has become a great friend, is an owner

in the NWSL and the USL. Curtis from Western New

York, fairly recently, Bill Nuttall, Terry

Fisher, Francisco Marcos, from kind of one plan

in my life. Carlos Bocanegra, who has been a

good friend for many years. Scott LeTellier, who

I mentioned earlier, was my boss at the World

Cup, brought the World Cup here. He and I

actually wrote a few plans, and there will be

some people in the room that would be shocked or

pleased to know that 30 years ago in

Philadelphia, during the 75th Annual General

Meeting, Scott and I wrote a plan for promotion

and relegation of the United States.

Mike Edwards, long time, very, very,

loyal president -- vice-president, thank you.

Richard Groff and his wife, Maggie.

My friends from Major League Soccer, obviously,

Mark Abbott and others that are here. The board,

certainly, everyone on the board has been very,

very good. I will mention, obviously, Dan who

has been a partner for many years in all of this,

and I will address the staff from U.S. Soccer

next week in a different setting in a different

way.

And obviously Don Garber. And these

days, I worry about whether saying we are close

and have had a great partnership means that it is
evidence somewhere. I'm not worried about that.

We have had a great partnership. We have been
great friends. What he has done for the sport in

20 years, 19 years at Major League Soccer is

viewed outside of our world as one of the best

commissioners in sports, one of the best sports

leaders across the board.

(Applause.)

PRESIDENT GULATI: And what Major
League Soccer has done in that period of time is
February 10, 2018 Orlando, FL

Page 133

outstanding. So to think that there is any --
not "any" -- we're all due for some criticism.
The sort of criticism I see on social media or
ever elsewhere is just mind-boggling to me.

And lastly and in many ways most
importantly, two last thank yous. One is to my
wife, who is here. I can't say unequivocally
that she has suffered while I have been on the
road all that time. I think there's parts of it
that were just fine for her. But she has been so
supportive beyond belief. It would be hard for
me to express all of that. Plus, she happens to
be Mexican-born and a Mexican national, which
leads to some interesting discussions at various
points. The good news is that she curses
in Spanish, and my Spanish curses aren't -- I
don't understand what she says -- a few of you
friends that have cursed me in Spanish that
understand I know exactly what you are saying,
please don't let her know that.

So thank you, Marcela, love of my
life.

(Applause.)

PRESIDENT GULATI: There are a few
people in the room that I think should still

Page 134

probably stay away from her today. I'm going
to leave that for you to think about.

And lastly, most importantly, we are
where we are, as I mentioned at the beginning
of my first set of comments, through dozens of years
of work by a lot of people. Some of you are here
for the first time, but you have been working at
home, making the sport what it is.

We couldn't possibly, the sport where
it is now, couldn't possibly do what it does, be
where it is, without volunteer hours. It would
just be too expensive. We couldn't do it.

So to think that we would make everyone a
professional, and we're not that, in the backbone of
the game, and so many places across the country, even
if you have got an executive director, even if you
have got a CEO that's paid, or a club CEO that's
making $150,000 and you are a volunteer running a
different club saying, Wow, that's not particularly
fair. That's where most of us started. I went in
reverse. I started when I was very young, and then I
stayed involved later on when my kids played and they
loved the sport.

So, really, from the bottom of my
heart, thank you for everything you do -- and

Page 135

some people in the room are executive directors,
so you do get paid -- but when I look around,
most of you are not, and you do this hours,
dozens of hours, hundreds of hours, thousands of
hours, every year for many years, and hopefully,
we can get you involved in the World Cup effort, if
that's successful, and a little bit of the
glory that goes along with that, again, as a
volunteer, and I know most of you will want to do
that. And we will get you involved in other ways, as
long as June 13th goes our way, and I'm convinced it
will.

So thank you for helping us get the
sport -- for allowing us to partner with you in
getting the sport to where it is today. And
thank you in advance for helping us take the
sport to even further heights in the next few
years.

Thank you.

(Standing applause.)

PRESIDENT GULATI: Thank you. So,
not surprisingly, given the age profile, the life
members sat first. I noticed that.

Okay. Good of the Game? Anyone and
everyone. If anyone has got a Good of the Game,

Page 136

and we are adjourned after that. David?

MR. GUTHRIE: Dave Guthrie, Indiana.

Just want to take this moment to
thank the candidates. The high value that they
brought to this process, the turning over of
every stone to expose our good and our bad was
extremely valuable. And I would like to remind
them that there's an open seat on the board as
vice-president. And also extend to Carlos,
congratulations, and realize that there's a
tremendous amount of talent that were your
campaign partners. You don't have to look a lot
further to get more people involved in the game.

Thank you.

(Applause.)

PRESIDENT GULATI: Mr. Edwards.

MR. EDWARDS: Mike Edwards, life
member, losing candidate in a USSF election once.

I will speak on behalf of an
interesting crew that you actually don't know
were in the room because you would be surprised
how many of us sitting around here have lost an
election in this room. You really would be
surprised.

And I would ask you to stand up, but

National Council Meeting
U.S. Soccer Federation
February 10, 2018 Orlando, FL

Nonprofit organizations be better in a variety of ways, just to see what topic areas they recommend should be covered. I came up with a list of about 50 to 60 different policy topic areas. I went to look to see if I could find what our policies were for each of those topic areas. I was only able to find policies available for 23 of those topic areas. That doesn't mean that there aren't some sitting in Chicago in a filing cabinet somewhere.

So, for example, couldn't find a cyber security policy. Couldn't find a privacy policy. Couldn't find a record, retention and destruction policy. Couldn't find a confidentiality policy. I won't go on with the list.

My point is that we, as National Council members, need to be engaged in policy-making. If we want change in the organization, we can propose policies. Cal North will be proposing a transparency policy. It may go somewhere, it may not, but we all need to engage in this process more than we have been in the past to make this organization even better than it currently is.
PRESIDENT GULATI: Thank you, Gus. Now we go to Chris; sorry. We're going to go back and forth. Chris, you are up next.

MR. AHRENS: Thanks, Sunil. I will be brief. From the Athletes Council and representing athletes, we want to thank you for all your years of service. There's no doubt that the National Team programs took massive steps forward under you, and so we just wanted to thank you for all those years. We know you will still be sitting on the board, but we may have not always agreed with your decisions, but looking at the sum of everything that you've done, there's no doubt that you have made it better for us. So thank you.

PRESIDENT GULATI: Thank you.

MR. BARRAZA: I'm wondering how it is you have Super Bowl rings, but we'll talk about that later.

Derek Barraza, Cal South.

And on behalf of Cal South Youth and Adults, I would like to thank you, Sunil, for your years of service to the institution that we all love so much and the game that is so important to all of us. I would also like to express thanks to Dr. Bob and to Donna Shalala for their years of service as well. I know that we have moved forward, and it's now an opportunity for us to move forward with Carlos at the helm, and we're looking forward to working with Carlos. And finally I would like to also thank the candidates. It was a very important election, and I believe that the candidates all presented themselves very professionally and ran a great campaign.

Now, I hope that there is a place for all of us to continue working together. Thank you very much.

(MR. PAYNE: Kevin Payne, U.S. Club Soccer.)

On behalf of my organization, but also on my own behalf, I just wanted to say a couple of quick words, somewhat redundant. We're all feeling, many of us, the same emotions here today. It's a very transitional meeting, and that happens every once in awhile, not all the time.

I would like to thank a couple of people who are going to be leaving the stage. I want to start by thanking Donna Shalala, one of the most distinguished public servants in America over the last 25 years. I'm not sure that we all appreciate how lucky we were to have her time, but, Donna, thank you very much.

(Applause.)

MR. PAYNE: I made a speech from, I was on the board at the time, so I made it from the dais when Sunil was elected the first time, and I talked about our organization has had the good fortune, in my view, to often make the right choice of who is the right president for a given time. When I joined the Federation, Werner Fricker was the president. Werner Fricker was a man who was ferociously committed to moving the sport forward in our country and just incredibly stubborn about it. And, frankly, that's what the organization needed at the time. He had nothing in the way of resources. We were tremendous underdogs in every sense of the word, but Werner Fricker would never accept failure.

As Mike Edwards said, hopefully, you will get involved and contribute and not just disappear. I thank you on behalf of my organization for all your hard work and efforts also over the last several months.

And last but not least, Sunil, to offset an impolitic comment you made earlier in the presentation when you referenced Mr. Kraft and the New England Patriots -- Fly Eagles Fly.

(Applause.)

PRESIDENT GULATI: Wow. Okay. That hurt. That hurt. But you know what hurts more is when I'm wearing those five Super Bowl rings, and I got to walk around. All right. Derek.

MR. BARRAZA: I'm wondering how it is you have Super Bowl rings, but we'll talk about that later.

Derek Barraza, Cal South.

And on behalf of Cal South Youth and Adults, I would like to thank you, Sunil, for your years of service to the institution that we all love so much and the game that is so important to all of us.
### Werner’s successor was Alan Rothenberg. It was time for our sport to grow in a different way. Alan had a different view. He had a different level of experience. He brought different sensibilities to the job, and he moved us forward and delivered a phenomenally successful World Cup in the process.

We then moved into a period where we were beginning to mature, and we had a healer as our president in Dr. Bob Contiguglia, who did a great job of helping us through some pretty stormy times, but eventually brought us together and spent a great deal of time on some pretty nonsexy stuff having to do with governance and so forth. And Dr. Bob will be leaving the stage today. He won't be leaving the game, because he's still got that 12-and-Under team that he's coaching in Colorado, but, Dr. Bob, thanks very much.

(Applause.)

MR. PAYNE: Carlos, you and the other candidates who ran for the office have big shoes to fill, and I too thank the candidates. I really -- I love the level of commitment. Some of the candidates I knew quite well. I have known them for a long time, mostly, when they began as players, and I was helping to run the Federation, and I was very, very, proud to see how engaged they were in this, and I too hope that they will remain.

And now Carlos, a man of substantial accomplishment in his life, at various levels, has the opportunity to lead our organization. I have spent a lot of time talking to Carlos over the years, not just as a candidate, but as a fellow board member, and I have confidence that Carlos will bring the depth of his experience to bear to help move this Federation forward. So, Carlos, congratulations.

(Applause.)

MR. PAYNE: Last but not least -- and I appreciate you indulging me this time, but I wanted to say a thank you -- and I might get a little emotional -- I want to say a thank you to my friend, Sunil Gulati.

I met him almost 30 years ago. He was the chairman of the International Games Committee at the time. He wasn't paid, but he ran the National Team program. That was one of his jobs in that volunteer role. I had the great pleasure to work with him all these years since trying to move the game forward. I know of no one who has made greater personal sacrifice for this game than Sunil, and we'll talk more, privately, but thank you very much for everything.

Thank all of you for a great AGM, and we'll see you all next year.

(Applause.)

MR. WIXSON: Hello, Chris Wixson with the Inaugural Fan Council, so we were selected, there were five of us that were selected.

(Applause.)

MR. WIXSON: Five of us were selected by the U.S. Soccer Supporters Group. We're the crazy folks that travel the world and sit in the stands and yell and scream and follow both the men's and women's team no matter where they go. Just wanted to say thank you for giving us an opportunity to have an official voice of the fan in the process.

This was interesting, as our first one, but we're very excited and just want to thank everybody for allowing us to have an official voice of the fan in the whole process of
and he showed that today -- is -- I have never
seen anybody do that, and I have been in the
corporate world all my life. I want to thank you
from the bottom of my heart, Sunil, for what you
have done.

Thank you.

(Applause.)

MR. RUSSO: Good morning. Dominic
Russo with U.S. Power Soccer.

This past summer, we had a World Cup,
and it was a great event. And unfortunately, we
were runners-up. But I did want to say a couple
of thank yous. First of all to you, Sunil, and
the board for your support. Dan and the staff
did a tremendous job for us, and thank you for
that. Mike Edwards was on board with us and did
fantastic for us, as well as Eastern New York and
their support coming from them, and John Collins,
from the At-large Council.

So I -- we appreciate all the support
that we received for our World Cup. So, thank
you. And thank you, Sunil, and congratulations,
Carlos.

Thank you.

(Applause.)
February 10, 2018  Orlando, FL

Page 153

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.

Page 154

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.

Page 155

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.

Page 156

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

39 (Pages 153 to 156)

National Council Meeting
U.S. Soccer Federation
Dr. Shalala.

MR. COLLINS: Thank you, Sunil.

I would like to echo the thanks that others have said. Thank you, Donna. You have been wonderful to serve with. Thank you,

Dr. Bob. We have been together a long time.

And, Sunil, thank you for everything you have done, and I'm sure you will be doing a lot more.

But there's one other thanks I wanted to give, and I want to give it to Dan and his staff. While this election was going, it was very hostile, at times. It seemed hostile out there. And they had to get up every day and go to work and work in this environment, and they didn't miss a beat, and I think it's fabulous the job they do, and we should congratulate them.

Thanks.

(Please.)

PRESIDENT GULATI: Dr. Shalala.

DR. SHALALA: Thank you very much, Sunil.

I realize that elections are sometimes messy. I have been through worse. I actually thought this was a pretty classy operation, and I admired the candidates.

It has been, for me, an extraordinary experience. I first saw a soccer ball when I was a little kid. The Hungarian kids came into my neighborhood in Cleveland, and they didn't speak any English, but they had these soccer balls. Luckily, my mother was a physical education teacher, and she taught us the rules. We taught them English. I've loved soccer ever since. I actually coached a men's team as a Peace Corps volunteer in Iran with very talented players.

So I was happy to come and serve.

Sunil has been an extraordinary leader. And, you know, great institutions can't start again without violating their integrity, and he has built on top of many wonderful presidents of U.S. Soccer, but he has transformed U.S. Soccer and our place in the world. And for that and for his willingness to take on a rookie independent director, I will always be grateful.

Thank you, Sunil.

PRESIDENT GULATI: Thank you.

(Applause.)

PRESIDENT GULATI: Dr. Bob.

DR. CONTIGUGLIA: Well, first of all, for putting themselves forward, particularly the athletes that spoke the way they played, with a kind of fierceness and a desire to make us number one.

I want to congratulate Carlos. He will do a wonderful job.

And I want to say something in a minute about Sunil.

I was recruited for the Independent Director, actually, by Julie Foudy. Sunil apparently said to her, Okay, we're going to have independent directors. You have got to find a woman of some stature. So Julie called me, and I said you've got to be kidding. I met Julie with Carla Overbeck and Briana Scurry in 1998. They actually -- I was secretary of Health and Human Services. They came because they were starting the roll-up to the '99, the wonderful '99 World Cup, and they hustled me out of a few million dollars to -- as they did later with many others -- out of a few million dollars, actually, to roll out a campaign for young girls. We called it Girl Power. And we had posters, and I remember the posters. They said, Smoke your opponent, not cigarettes. It was a public health campaign.

I want to say, I'm a first-time loser. And I ran for the presidency of U.S. Soccer in 1986, lost that election and pursued office after that. So I want to encourage all of the candidates to stick with it, pursue your dreams, and continue working with your organization. You have been very valuable as candidates, as players, and I hope you stay in the game of politics in U.S. Soccer.

In that first election, it was no different than this election. We would go around from region to region and give our little plan and talk. And in Region 1, I was challenged by this very smart young person from Connecticut, and we had a go at it. And I don't know who won the debate, but I did lose the election, and that person was Sunil. We first met back then as adversaries. Since then, we have grown together within the game and building this sport, and I cannot think of anyone else who has been more successful on and off the field than him. And we may disagree on things, but we all want the same outcomes, and we've always felt that way.

So, Sunil, congratulations, and I don't like moving off the dais, but you replace...
You have had a commitment to the game that came from your heart, and that commitment was a reflection on your commitment to our country and our sport, and I think the soccer nation we all care so much about is much better because of your commitment and courage.

You know, we all live through lots of successes and have lots of challenges. But, Sunil, through all of it, you really never took your eye off of doing the right thing. And I think when you are leading disparate groups and you have lots of challenges, not only successes, it's very difficult to have that commitment to be courageous and to always be on the right side of history. And, Sunil, I think, we're all very honored to be a part of that.

So I want to thank you as a friend.

You are a good man. I'm a better person because of the time I spent with you. Our league is in a better place. I think the sport is in a better place, because of all the years that you have led us as the President of the Federation.

You know it's fair to say that the next journey of our sport really requires us to get unified behind this dream that I think we all have to continue to make our sport better. And I have this great quote that I like to use many times, which is: A dream that you dream alone is just a dream, but a dream you dream together becomes a reality.

And I know we all are hoping for better days ahead. And, Carlos, we look forward to you taking us there. You've ran your campaign with honor, and I think you did it in a really smart and organized way and have the full support of everybody in this room.

So I will commit to you on behalf of all the professionals, the men and the women and all the people that you know so well, that we're here to support you, help you have the same legacy that you are going to be taking the mantle from Sunil with, so congrats.

(Applause.)

PRESIDENT GULATI: Thank you.

Curtis, one more.

PRESIDENT GULATI: It should be okay now.

MR. REGRUIT: Curtis Regruit, from New York West.

First, Sunil, I really want to thank you well as an Immediate Past President. Thank you.

(Applause.)

PRESIDENT GULATI: Thank you.

Don Garber.

MR. GARBER: Thank you, Sunil.

And at the risk of being redundant, I appreciate that, so thank you.

You know, we all live through lots of successes and have lots of challenges. But, Sunil, through all of it, you really never took your eye off of doing the right thing. And I think when you are leading disparate groups and you have lots of challenges, not only successes, it's very difficult to have that commitment to be courageous and to always be on the right side of history. And, Sunil, I think, we're all very honored to be a part of that.

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(Applause.)

PRESIDENT GULATI: Thank you.

Curtis, one more.

PRESIDENT GULATI: It should be okay now.

MR. REGRUIT: Curtis Regruit, from New York West.

First, Sunil, I really want to thank...
programs. And if we can accomplish that, we can make a big difference.

So I think please join me as we leave here today. Let's collectively push and motivate our leadership as well as ourselves towards that common mission, and let's work together to improve the Youth Soccer environment.

Thank you. And thank you again, Sunil, for all your dedication.

PRESIDENT GULATI: Thank you.

MR. MONTOYA: Sunil, thank you very much, on behalf of the Big Apple Youth Soccer league and for all the support that you gave to us, for the last 21 years.

On behalf of them, I have to say, Thank you for everything you did for us. This is a very sad day, because you are leaving. I mean you are leaving for being President, but maybe you will come back one day. And thank you for everything you did. Thank you.

PRESIDENT GULATI: Gracias, Luis.

Okay. So I think we need a motion to adjourn.

MR. Des BORDES: So move.

PRESIDENT GULATI: So moved.

Ladies and gentlemen, thank you for your participation today. We do have an event this evening, the Hall of Fame Dinner. The Werner Fricker/Hall of Fame Dinner where we are inducting multiple people into the Hall of Fame and honoring Tony DiCicco, as the Werner Fricker Award winner.

So, please, see you tonight.

Enjoy the day in Orlando. Until then -- and some of you have a number of meetings in between -- good luck.

The next AGM will be the next AGM.

(Adjourned at 12:21 p.m.)