



**ANNUAL  
GENERAL  
MEETING**

2019 | SCOTTSDALE



# BOOK OF REPORTS

FEBRUARY 14 - 17

SCOTTSDALE RESORT AT MCCORMICK RANCH







**ANNUAL  
GENERAL  
MEETING**

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**2019 | SCOTTSDALE**

**2019 Annual General Meeting**

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# **ANNUAL GENERAL MEETING**

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**2019 | SCOTTSDALE**

## **Section I**

**2019 National Council Meeting Agenda**





**U.S. Soccer Federation  
103<sup>rd</sup> National Council Meeting  
February 16, 2019  
Scottsdale, Arizona  
8:00 a.m. MT**

- I. Opening Remarks and Introduction – President Carlos Cordeiro
- II. Moment of Silence
- III. Pledge of Allegiance
- IV. Roll Call
- V. 2019 Credentials Committee Report
- VI. Approval of AGM 2018 National Council Meeting Minutes
- VII. Introduction of Reports
  - A. President’s Report
  - B. CEO/Secretary General’s Report
  - C. Annual Written Reports Included in the Book of Reports
- VIII. New Business
  - A. Proposed Budget Fiscal Year 2020
  - B. Membership Applications
    1. Asociacion Nacional Futbol En EU
    2. U.S. Youth Futsal
    3. United States Association of Blind Athletes
- IX. Bylaw Amendments
  - A. Bylaws 102, 103, 211, 212, 241, 402, 411, 431, 541 and 708 (Secretary General)
  - B. Bylaw 322 (Athletes’ Council)
  - C. Bylaw 413 (United Soccer Coaches)
- X. New Policy Amendments
  - A. Policy 414-1 – Engagement with Organization Members (John Collins)



- B. Policy 414-1 – Engagement with Organization Members (California Soccer Association North)
  
- XI. Affirmation of Federation Policies adopted since 2018 AGM
  - A. Policy 102(4)-1 – Lamar Hunt U.S. Open Cup
  - B. Policy 401-1 – USSF Nomination and Campaign Process for USSF President and Vice-President
  - C. Policy 212-3 – U.S. Soccer Athlete and Participant Safety Policy
  
- XII. Election of Independent Director(s)
  
- XIII. Election of Vice-President
  
- XIV. Life Member Nomination
  - A. Richard Groff
  
- XV. For the Good of the Game
  
- XVI. Adjournment







# **ANNUAL GENERAL MEETING**

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**2019 | SCOTTSDALE**

## **Section II**

**2018 National Council Meeting Minutes**

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PROCEEDINGS

UNITED STATES SOCCER FEDERATION  
NATIONAL COUNCIL MEETING

Marriott Renaissance at SeaWorld  
Orlando, Florida

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

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(Commencing at 8:00 a.m.)

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

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

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

(Moment of Silence.)

PRESIDENT GULATI: Thank you.

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

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

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

(Pledge of Allegiance recited.)

MR. STEINBRECHER: Thank you.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

25 In the current fiscal year ending

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

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

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

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

14 MR. EDWARDS: So move.

15 MR. GROFF: Good morning.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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1 that.

2 But Dr. Bob, on behalf of the body,

3 on behalf of the sport, and certainly on my

4 behalf personally, thank you for everything you

5 have done.

6 (Standing applause.)

7 PRESIDENT GULATI: Okay. I think

8 we're just about ready to adjourn.

9 Yeah -- we can leave that to the

10 body -- it is 9:36. So we have two options. We

11 are running well on time. We can get right to

12 the elections, and that part of the process is

13 going to take a little time, even with 15 minutes

14 between rounds, if we have rounds. Or would you

15 like to take a bathroom/water break now? I'm

16 indifferent on this. How many people want a

17 bathroom -- raise your hands if you would like a

18 break now? Now wait a minute, we've got a

19 weighted vote, so I've got to look at the

20 athletes and pros. Okay. They need a break as

21 well.

22 We will resume -- it's 9:36 -- at

23 9:55; 19 minutes.

24 (Brief recess taken from 9:36 a.m. to

25 10:00 a.m.)

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1 All right. And we've decided

2 earlier, 15 minutes, that was the only amendment,

3 15 minutes of caucus time between rounds. All

4 right. Any questions with all of that? So

5 that's part of the rules.

6 Each of the candidates will have five

7 minutes to make a statement to the Council, and

8 they drew lots yesterday. It's also the same

9 order in which they will be listed on the board.

10 So that's all been done randomly in their

11 presence by the Credentials Committee.

12 So let us start immediately first

13 with Paul Caligiuri. Paul, please come on up.

14 (Applause.)

15 MR. CALIGIURI: I never liked taking

16 the first penalty kick, but I did draw the first

17 lot, that must say something, but certainly

18 whoever becomes the next President has huge shoes

19 to fill. Thank you very much, Sunil Gulati, for

20 everything you have done and contributed and will

21 continue to do.

22 I'm honored and appreciate this

23 opportunity to speak. And many times I have been

24 asked, Why are you running for U.S. Soccer

25 Federation President? For me, it was quite

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1 PRESIDENT GULATI: Get your seats,

2 please. We'll be starting in a minute.

3 Let me bang the gavel, and we'll get

4 started.

5 All right. So we are to Election of

6 the President.

7 Before we start, I have been asked to

8 remind you of a couple of things on our rules

9 that have been approved. One, in our rules, in

10 the first and second round, if we need multiple

11 rounds, we're going to do this in advance, first

12 of all you need 50 percent plus one. If we don't

13 have a winner at those numbers in the first and

14 second round, no one is required or eliminated to

15 drop out. They can do so voluntarily, in which

16 case, they're removed, they're not on the board,

17 and you can't vote for them. In that case, they

18 would have to come to me and say, I'm

19 withdrawing.

20 After the second round, the bottom

21 two people are dropped off the list. Their names

22 will not be on the board, but you can still vote

23 for them in the position in which they were on

24 your keypad, so you can vote for the person you

25 want unless they actually drop out.

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1 simple. It was natural, because I have been --

2 dedicated my entire life to this beautiful game.

3 This campaign journey has been

4 amazing. I've got to talk with some old friends,

5 got reacquainted, meet some new friends, of

6 course, talk soccer every day.

7 But there were a couple of exceptions

8 along this journey. Some rules kept changing.

9 It was like coming out for the second half, and

10 they took 20 minutes off the clock, and gave the

11 opponent a 1-0 lead.

12 There was also this notion that was

13 pushed that the U.S. Soccer Federation President

14 must be able to manage 160 employees and have

15 significant business experience.

16 At first, I felt disappointed, and

17 frankly, a bit insulted, but let me give you this

18 from the reverse side, if we really just look at

19 this transparently and say let's flip this

20 scenario. Since playing college soccer at UCLA,

21 I spent 15 years on playing professional soccer

22 on the Men's National Team.

23 After I retired from professional

24 soccer, I spent 15 more years being immersed in

25 soccer in every capacity, from the grassroots

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

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

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

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

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

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

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

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

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

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

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

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



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1 afternoon.

2 Thank you-all for being here, for the

3 contributions you've made to this election

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

5 with many of you and spend time hearing your

6 challenges in your local markets.

7 But before I even start about how we

8 want to move forward, I want to actually

9 congratulate my fellow candidates. The efforts

10 that they have put forth over the last few months

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

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

13 their efforts.

14 As I woke up this morning, I actually

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

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

17 of how do you actually coach soccer in baseball

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

19 with those books and his baseball cleats and his

20 infinite love for me, his daughter, he changed

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

22 life in this game.

23 Little did I know that the game would

24 actually introduce me to lifelong friends who

25 would actually get me into college and shape my

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

2 work, that will allow us to address the root

3 cause and define a better future for our game.

4 And, most importantly, we must listen to each

5 other and have respectful discourse about the

6 future of our game and the solutions that will

7 take us forward.

8 The next president of U.S. Soccer

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

10 vision for what will make our nation one of the

11 greatest soccer nations in the world, and just as

12 critically they must have the experience needed

13 to actually make change happen.

14 In my years as a player, I have

15 learned hard lessons about compromise and about

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

17 the business world. And these are the same

18 lessons that have taught me how to collaborate

19 and give me a leadership style that I think we

20 are ready for. I believe our Federation needs to

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

22 a team. I think we need to collaborate with

23 every stakeholder, and we need to continue to

24 fight for equality, diversity, and opportunity.

25 As you know, I released a platform

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1 college experience. It would give me my first

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

3 to the love of my life.

4 But I know you guys in the audience

5 have similar experiences and similar stories.

6 Think of where you discovered our

7 beautiful game, and now reflect on the lives of

8 those you have actually touched as a result of

9 your involvement in this game. Those people are

10 actually in this room. They're represented by

11 you, our membership.

12 Soccer is many things to all of us.

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

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

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

16 infinite enjoyment. For leagues, it's an

17 enterprise with immense possibility. And for

18 every American, our national teams are sources of

19 inspiration and aspiration.

20 But the administration of our game

21 and our federation stewardship of this game are

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

23 membership, and I am asking for your support

24 because I want to lead that change.

25 We cannot do that with a few

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1 that lays out initial steps that I would take as

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

3 actually grounded in the conversations with you,

4 our membership.

5 Together, I believe that we need to

6 continue to evolve our culture. We need to

7 prioritize improvements in Youth Soccer. We must

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

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

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

11 program, which has been the beacon of opportunity

12 around the world and one that we must continue to

13 press forward with.

14 I could go on, but I only have about

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

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

17 talk about it all day.

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

19 that and actually start moving towards action.

20 So I'm actually asking you

21 respectfully today for your support. If elected,

22 I will serve this organization with integrity,

23 energy, and unparalleled commitment to the game

24 and the soccer community.

25 I would make it my mission to hear

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

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

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

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

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

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

20 So another word, opportunity.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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1 Okay. So I think we need a motion to  
 2 adjourn.  
 3 MR. Des BORDES: So move.  
 4 PRESIDENT GULATI: So moved.  
 5 Ladies and gentlemen, thank you for  
 6 your participation today. We do have an event  
 7 this evening, the Hall of Fame Dinner. The  
 8 Werner Fricker/Hall of Fame Dinner where we are  
 9 inducting multiple people into the Hall of Fame  
 10 and honoring Tony DiCicco, as the Werner Fricker  
 11 Award winner.  
 12 So, please, see you tonight.  
 13 Enjoy the day in Orlando. Until then  
 14 -- and some of you have a number of meetings in  
 15 between -- good luck.  
 16 The next AGM will be the next AGM.  
 17 (Adjourned at 12:21 p.m.)  
 18  
 19  
 20  
 21  
 22  
 23  
 24  
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1 REPORTER'S CERTIFICATE  
 2  
 3 I, DEBRA K. RESLING, RMR, and Certified  
 4 Realtime Reporter appointed to take the meetings of  
 5 the U.S. Soccer Federation, do certify that the  
 6 within proceedings of the Annual General Meeting were  
 7 taken by me stenographically in Orlando, Florida, on  
 8 February 10, 2018 then reduced to typewritten form  
 9 consisting of 166 pages herein; that the foregoing is  
 10 a true transcript of the proceedings had.  
 11  
 12  
 13 In witness hereof I have hereunto set my hand  
 14 this 7th day of March, 2018.  
 15  
 16  
 17 \_\_\_\_\_  
 18 Debra K. Resling, CRR, RMR  
 19 Registered Merit Reporter  
 20 and Notary Public.  
 21 4 Cheyenne Blvd.,  
 22 Colorado Springs, CO 80905  
 23 My commission expires February 28, 2021  
 24  
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# **ANNUAL GENERAL MEETING**

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**2019 | SCOTTSDALE**

## **Section III**

**Book of Reports**



## Report of the President and CEO/Secretary General

On behalf of everyone at the U.S. Soccer Federation, welcome to Scottsdale and thank you for joining us for the 2019 U.S. Soccer Annual General Meeting.

With another year gone by, we are looking forward to the chance to review the accomplishments we've achieved together in 2018. With the Women's National Team qualifying for their eighth consecutive FIFA Women's World Cup, the Men's National Team rebuilding with a new coaching staff, and many more new initiatives taking place across all of our departments, we hope to continue our growth and success as we progress through 2019.

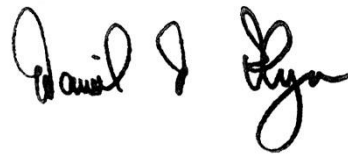
We look forward to sharing more with you during our Annual Report at the National Council Meeting on Saturday, February 16. This will be a great opportunity for us to directly address all of you as we work together to grow the sport in the future.

Enjoy your time in Scottsdale. With your continued commitment and hard work, we are confident we will achieve our mission to make soccer the preeminent sport in the United States.

Sincerely,



Carlos Cordeiro  
President  
U.S. Soccer



Daniel T. Flynn  
CEO / Secretary General  
U.S. Soccer



## Appeals Committee

### Committee Members

Alison Kocoras – Chair  
Mark Abbott  
Ed Austin  
Chaz Ballish Regueiro  
Jennifer Bogan  
Shannon Boxx  
Roy Carlson  
Amanda Duffy  
Brad Guzan  
Lauren Holiday  
Will John  
David Laraba  
Kathryn Markgraf  
Jeff McClure  
Joanne Neale  
Leslie Osborne  
Ross Paule  
Carlos Quinones  
Sandy Rapaglia  
Gavin Sibyan  
Jonathan Spector  
Lindsay Tarpley  
Richard Yoder

Chris Ahrens  
Steve Ballentine  
Mike Blackburn  
David Borts  
Pam Calhoun  
Brian Ching  
Joe Foran  
Stuart Holden  
Greg Hutton  
Erin Lagenwalter  
Lori Lindsay  
Fritz Marth  
Tim Miller  
John O'Brien  
Alex Para  
Nick Perera  
Christie Rampone  
Becky Sauerbrunn  
Ellie Singer  
Mike Sweeney  
Marino Torrens  
Kathy Zolad

### Staff Liaison

Greg Fike

### Committee Objectives

- Continue to resolve appeals in a timely and consistent manner
- Continue to resolve requests for recognition of suspensions in a timely and consistent manner
- Continue to assist in risk management hearings for USSF national referees and the Development Academy
- Continue to offer educational opportunities regarding the appeals process to USSF's membership
- Conduct Appeals Workshops at State Association conventions and other Organization Member meetings when requested
- Continue, through the Staff Liaison, to assist Organization Members with drafting and revising of their manuals and policies on hearings and appeals at the local level
- Committee Chair and Staff Liaison to provide additional guidance to Committee members on the appeals process during the upcoming year





## **Key Outcomes**

- From January 1, 2018 through December 31, 2018, the Appeals Committee, consisting of volunteer members including the Committee Chair, Alison Kocoras, has considered and decided six appeals. These appeals are one more than considered over the previous twelve months.
- Of the six appeals, four involved administrative violations, including team formation rules, recruiting rules, and ethical rules.
- Of the six appeals, two involved referee misconduct.
- Of the six appeals, all of them included an argument from the appellant that there was a lack of due process, including issues involving the right to confront witnesses, the right to a hearing, the impartiality of the panel, the right to be represented at the hearing, the right to appeal and the right to notice of charges.
- Of the six appeals, three were upheld (and the organization was reversed), and three were denied. The percentage of upheld appeals is slightly lower than the last twelve months, when four of five appeals were upheld.
- In addition, the Committee rejected one appeal that was submitted because it lacked jurisdiction over the appeal.
- The Committee provides synopses of its decisions on the U.S. Soccer website. These can be found in the Resource Center, under “Legal”.
- The Committee also decided four appeals of U.S. Soccer risk management decisions. This is one less than last year.

## **2019 Outlook**

- The Appeals Committee will continue to resolve appeals and requests for recognition of suspensions in as timely a manner as possible, work on risk management hearings and continue its educational efforts.

We would like to thank all the members of the Committee for their dedication to the appeals process and their hard work on appeals matters throughout the year.

Respectfully submitted,

Alison Kocoras - Committee Chair

Gregory Fike - USSF Staff Liaison



## Athletes' Council

### Committee Members

Chris Ahrens – Chair  
Carlos Bocanegra – Vice Chair  
Angela Hucles – Vice Chair  
Cindy Cone – Advisor  
John O'Brien – USOC  
Aly Wagner – USOC  
Shannon Boxx  
Brian Ching  
Brad Guzan  
Stuart Holden  
Lauren Holiday  
Lori Lindsay

Will John  
Kathryn Markgraf  
Siri Mullinix  
Heather O'Reilly  
Leslie Osborne  
Nick Perera  
Christie Rampone  
Gavin Sibayan  
Jonathan Spector  
Lindsay Tarpley

### Staff Liaison

Greg Fike

### Council Objectives

The mission of the Athletes' Council is to ensure that the rights of all athletes are upheld, to create on and off field opportunities, and to expand the recognition and impact for all players, not simply those who wear the U.S. uniform.

We are proud of the efforts of our Athletes over the past year. We saw strong performances from our Paralympic and Beach teams, we excitedly watched the next generation of men's players begin to take shape as they look to thrive under a new coach, and we cheered on our women as they went undefeated in 2018 and look to defend their World Cup title this summer in France.

The members of our council continue to touch all levels of the game. We have members that are youth coaches and Directors of Coaching, members that are still playing professionally or work on the technical side of the professional game, and members that make us feel we have a front row seat as they broadcast college and professional games.

Since the 2018 AGM we increased collaboration amongst our members and members of the youth council. The Athletes' Council sent representation to the USYS AGM this past summer in Dallas and the USYS Leadership Summit this past fall in Chicago. Along with this, members have volunteered their time to serve on the USYS task forces in an effort to provide the athlete perspective and grow the game. Going forward the group is committed to working with every council and sending representatives to various events put on by the other councils that make up U.S. Soccer's membership.

This past year we held an election that featured the highest number of candidates in recent memory (16) and for the first time ever the election was conducted online. Additionally, we are encouraged by the strong turnout of Athletes who chose to vote in the election. Chris Ahrens, Carlos Bocanegra, Nick Perera, and Lindsay Tarpley were all re-elected to the council and we



welcome six new members to our group: Yael Averbuch, Landon Donovan, Kevin Hensley, Ali Krieger, Alex Morgan, and Becky Sauerbrunn. This group of 10 will officially begin their four-year term after the 2019 National Council Meeting.

### **2018 Key Outcomes:**

- Held an election where 16 potential candidates ran for ten spots on the council
- Conducted the election online for the first time ever and had a strong voter turnout
- Welcomed six new members to the council
- Took an active role in the USSF Vice-Presidential election
- Used the website [www.ussfathletecouncil.com](http://www.ussfathletecouncil.com) as a central hub for information related to our election
- Increased collaboration with the Youth Council as members of our group are involved with USYS task forces
- Member(s) attended the USYS AGM in July in Dallas and the USYS Leadership Summit in Chicago in September

### **2019 Objectives:**

In 2019, we seek to accomplish the following:

- Conduct in-person presentations with National Teams, educating them on the role of the Athletes' Council
- Seek to continue and increase collaboration with the different councils that make up the U.S. Soccer membership
  - Participate on the Youth Task Force that was created in 2018
  - Continue to have members participate on USYS task forces
  - Continue to be present at events involving both youth and adult leadership
- Continue to grow our website so that it can educate and create awareness about the role of the Athletes' Council
- Hold an election for our chair and vice-chair positions

In closing, we would like to recognize each Council, Task Force, U.S. Soccer staff member, and the Federation leadership for their tireless support of the Athletes' Council and our sport. We appreciate the opportunity to represent our constituency and take part in the AGM. We look forward to participating in the continued growth and success of our sport.

Respectfully submitted,

Chris Ahrens – Chair  
Carlos Bocanegra – Vice Chair  
Angela Hucles – Vice Chair



## **Budget and Finance Committee of the Board**

### **Committee Members**

Richard Moeller – Chair  
Carlos Bocanegra  
Steve Malik  
John Motta  
Dr. Peter Zopfi

### **Staff Liaison**

Jay Berhalter

### **Committee Purpose**

The purpose of the Budget and Finance Committee (the "Committee") of the Board of Directors (the "Board") of U.S. Soccer Federation (the "Federation") is to oversee the Federation's financial policies and activities that may have a material impact on the results of operations or the financial position of the Federation.

### **Annual Report**

The Budget and Finance Committee held the following meetings related to the FY'20 budget process:

- August 30, 2018                      Teleconference
- October 10, 2018                    In-person Meeting
- November 13, 2018                Video Teleconference

The purpose of these meetings and discussions was to ensure that the committee had the opportunity to review and debate the underlying assumptions of the operating budget, review the FY'19 projected result, discuss the FY'20 budget and the multi-year outlook through 2022.

After extensive debate and discussion, the Committee unanimously approved the FY'20 Budget and the multi-year operating framework. The FY'20 Budget was presented to and approved by the Board of Directors on December 11, 2018. The summary is included in the overall AGM information package.

Respectfully submitted,

Richard Moeller  
Committee Chair



## Credentials Committee

### Committee Members

Robert Kepner – Chair  
Siri Mullinix – Deputy Chair  
Anthony Falcone

Dimitrios Efstathiou  
Kathy Zolad

### Staff Liaison

Greg Fike

At the Credentials Committee meeting held prior to the 2018 National Council Meeting in Orlando, Florida on February 10, 2018 the following voting strength was agreed to:

<b>Group</b>	<b>Number of Delegates</b>
Youth Council	313
Adult Council	196
Professional Council	16
Athletes' Council	12
Other Members, Life Members, National BOD, and Past Presidents	36
<b>Total Actual Delegates</b>	<b>573</b>

### Required multiplying factors

Youth	1.00
Adult	1.6
Professional	19.56
Athlete	20.33
Other Members, Life Members, National BOD, and Past Presidents	1.00

<b>Adjusted voting strength</b>	<b>Number of Votes</b>
Youth Council	313.00
Adult Council	313.00
Professional Council	313.00
Athletes' Council	244.00
Other Members, Life Members, National BOD, and Past Presidents	36.00
<b>Total Adjusted Vote</b>	<b>1,219.00</b>
<b>Majority Vote</b>	<b>610</b>
<b>2/3 Vote</b>	<b>813</b>

Respectfully submitted,

Robert Kepner – Committee Chair



## Disability Soccer Committee

### Committee Members

Dominic Russo – Chair  
Chris Ahrens  
Derek Arneaud  
Greg Epperson  
Evelyn Gill  
Lauren Gregg  
Ken Gulmi  
Rob Hines

Matthew Krywonos  
Jim Labas  
Trip Neil  
Dave Robinson  
Ray Robinson  
Shonna Schroedl  
Eli Wolff

### Staff Liaison

Greg Fike

### Committee Objectives

- Promote and provide information on soccer programs for athletes with a disability
- Continue to represent soccer players with disabilities within U.S. Soccer
- Educate U.S. Soccer and its members about soccer players with disabilities
- Expand and develop strategies to identify new players for disability soccer programs
- Work on allocating funding for disability soccer programs
- Recruit more disability soccer programs to join U.S. Soccer

### Key Outcomes and Recommendations

- Engaged with the United States Association of Blind Athletes; membership as a Disabled Service Organization was provisionally approved by the Board of Directors
- Planned a demonstration for the 2019 AGM however facilities were not appropriate. We will work to engage Board members through an invitation to attend an event in 2019.
- Continued U.S. Soccer Player with a Disability Award
- Established a grant program for DSC National Teams

### 2019 Outlook

- Continue to educate U.S. Soccer members and broader soccer community about disability soccer and disability soccer programs
- Planning for strategic events and forums for disability soccer
- Develop an action plan to support the above during the meeting at the 2019 AGM
- Engage U.S. Soccer Federation for a budget to establish tools and materials for education of U.S. Soccer about soccer players with disabilities and its programs
- Meet with key committees and introduce to Disability Soccer Committee through a brief presentation and possible meet and greet representatives from National Team Programs
- Establish expedient time line for submissions for Soccer Player with a Disability Award

Respectfully submitted,  
Dominic Russo, Chair



## Investment Committee of the Board

### Committee Members

Tim Turney – Chair  
Lisa Carnoy  
Sunil Gulati  
Angela Hucles  
Dr. Peter Zopfi

### Staff Liaison

Jay Berhalter

### Special Advisors

Peter Briger  
Jane Dietze  
Ana Marshall  
Christine Tanona

### Committee Purpose

The purpose of the Investment Committee (the "Committee") of the Board of Directors (the "Board") of U.S. Soccer Federation (the "Federation") is to oversee the investment policies and activities of the Federation that have been set by the Board of Directors to ensure protection and growth of the Federation's investment funds.

### Annual Report

The Investment Committee held the following meetings in 2018:

August 7, 2018 – Teleconference  
November 27, 2018 – Teleconference

These meetings have included detailed discussions on U.S. Soccer's investment portfolio performance, allocations, fund choices and fee structure. The November meeting was an opportunity to review the investment portfolio along with the five-year operating plan which will commit a significant amount of resources and operate in a deficit position. The Committee determined that in light of the operating plan, the model should remain as it is at this time.

The Committee Chair reported these discussions to the full Board of Directors.

Respectfully submitted,

Tim Turney  
Committee Chair



## Lamar Hunt U.S. Open Cup Committee

### Committee Members

Arthur Mattson – Chair  
Todd Durbin  
Stuart Holden  
Brett Luy  
Shona Schroedl

### Staff Liaisons

Adrian Garibay  
Paul Marstaller

### Committee Objectives

- Establish requirements and procedures for implementing the Lamar Hunt U.S. Open Cup Policies
- Make policy recommendations and revisions designed to improve the competitive nature and long-term success of the tournament
- Identify ways to increase the tournament’s financial model
- Monitor procedures to ensure fair and equitable standards across all participating Divisions

### 2018 Summary

#### 2018 Tournament

The 2018 tournament proper hosted a field of 97 teams, including 55 amateur sides who entered in the play-in or first rounds. All Division I and II U.S.-based professional clubs (excluding those that are majority-owned or materially managed by a higher-level pro team)—a total of 42 teams—joined in the later stages. The exact composition of participating teams was as follows:

Open Division (all teams outside of Division I, II and III pro leagues)	
Local Qualifiers (from 108 competing over three rounds)	13
National Leagues	
National Premier Soccer League (from 92 eligible)	22
Premier Development League (from 66 eligible)	20
Division II	
United Soccer League	22
Division I	
Major League Soccer	<u>20</u>
TOTAL PARTICIPATING TEAMS	<u>97</u>

Among the teams representing the NPSL were three former North American Soccer League sides—Jacksonville Armada, Miami FC and New York Cosmos—who were permitted by the Open Cup Committee to enter the 2018 tournament on an exception-basis.

Home venues were determined by random selection from among those teams that applied to host and whose venues met minimum standards.





The competition was conducted in a single-elimination, tiered-bracket format, with pairings determined geographically up to the third round and via geographically-based draws starting from the fourth round onward. The 2018 tournament kicked off May 6.

After the quarterfinal between Portland Timbers and LAFC on July 18<sup>th</sup>, some controversy ensued when the Timbers filed a protest immediately following in relation to the number of foreign players fielded by their opponent (Open Cup regulations limit professional teams to five foreign players on their 18-player matchday roster). Within 48 hours, Portland officially withdrew its protest. U.S. Soccer then issued the following statement:

“After a thorough review of the Portland Timbers' official protest, it has been determined that the inclusion of additional foreign players was a result of a good faith misunderstanding among U.S. Soccer, Major League Soccer and Los Angeles Football Club. Each organization involved has agreed to determine an improved process to ensure this will not happen again. In recognition of this fact, the Timbers have gracefully withdrawn their protest.”

The 2018 Final took place on Sept. 26 at Houston Dynamo's BBVA Compass Stadium, where a crowd of 16,060 witnessed the Dynamo claiming their first ever Lamar Hunt U.S. Open Cup title, 3-0, over Philadelphia Union. Houston forward Mauro Manotas, who scored two first half goals, earned the 2018 U.S. Open Cup Golden Boot award with six goals—a mark that ties the record for most goals in a single Open Cup tournament in the modern era (1995 to present).

Along with the title, the Dynamo earned the \$300,000 winner's purse (up from \$250,000 in 2017) and a slot in the 2019 Concacaf Champions League. The Union took home the runner's-up prize of \$100,000 (up from \$60,000).

### Broadcasts

In an effort to continue to boost exposure for the tournament, U.S. Soccer broadcast an unprecedented 88 live-streamed matches over ussoccer.com from the play-in round to the semifinals.

The 2018 Final was shown live by ESPN2 for the fourth year running and on UDN for the third time in the previous four years.

### Qualifying for 2019 Open Cup

The process for the 2019 tournament started in August 2018 when 94 teams submitted their entry forms and were approved for Open Division Local Qualifying play. Now into its fourth year, local qualifying participation is down 13 percent from the 108 clubs who entered the previous year but is considerably higher than the first two years in which this phase of competition has been held (56 teams in 2015 and 64 clubs in 2016). We attribute this small drop to the requirement, added for 2019, of a \$1,000 team performance bond to be submitted by each club (including those in professional leagues) at the time of entry.

The team performance bond was in part added to encourage clubs to fulfill their obligations to the tournament after deciding to enter. So far, the bond has had the desired effect. During the qualifying phase for 2018, nine teams forfeited matches (several as late as the morning of the



game), leaving opponents in the lurch and sometimes with expenses needlessly incurred. Through three qualifying rounds for the 2019 tournament, all teams have played their respective contests, resulting in no forfeits.

In other matters, in line with changes made by the IFAB effective July 1, 2018 and starting with the first round of local qualifying for the 2019 tournament, a fourth substitution is now allowed for games that reach extra time.

After three qualifying rounds (one round each held in the months of September, October and November 2018), 14 teams remain alive and will face each other on the weekend of April 6-7 for a spot in the First Round proper, scheduled for May 8.

## **2019 Outlook**

### *Changes Made for 2019 Tournament*

The method for allocating first round slots to the various Open Division qualifying pools (i.e. local qualifying tournament, NPSL, PDL) was changed from a negotiation among the parties to one that is formula-based using the number of teams entered from each pool, bringing objectivity to the process.

Additionally, the Committee set rules in place for defining “National League” status for the purpose of obtaining slots into the first round of the tournament. Open Division leagues seeking National League status must have at least 50 teams and have been operating for a minimum of three years in at least three time zones in the continental U.S. and in at least 10 U.S. states, among other requirements.

### *2019 Tournament*

To be played over eight rounds, the 2019 Open Cup starts on May 8, with the Final currently scheduled for August 27 or 28. The format for the 2019 tournament will have been determined in early January 2019 (after the deadline for the submission of this report). We can report, however, that in a new feature, one slot has been reserved for the previous year’s US Adult Soccer Association National Amateur Cup champion, meaning Bavarian SC from Milwaukee, Wis., will see action starting in the first round of the 2019 tournament. For the latest details, please visit [ussoccer.com](http://ussoccer.com).

We are heartened by the increased interest in U.S. Soccer’s National Championship over time and expect it to continue as the Open Cup gains in enthusiasm among the amateur ranks, professional clubs, soccer fans at all levels and the sporting public generally.

We appreciate your continued support and we encourage all members of the U.S. Soccer family to attend Lamar Hunt U.S. Open Cup matches in their local areas.

Respectfully submitted,

Arthur Mattson  
Committee Chairman



# Nominating & Governance Committee of the Board

## Committee Members

John Collins – Chair  
Carlos Cordeiro  
Val Ackerman  
Chris Ahrens  
Don Garber

## Staff Liaison

Greg Fike

## Committee Objectives

The Nominating and Governance Committee shall be responsible for overseeing: (1) the process for disclosure by Board members of conflicts of interest; (2) the process for nominating candidates for elective office and for determining their eligibility to hold office; (3) the orientation and training of new Board members.

## Areas of Committee Involvement:

### Nominations and Elections

- Revised election and nomination procedures for the 2019 Federation Vice Presidential Election and proposed formal policy to the Board
- Reviewed the nomination of candidates for the 2019 Federation Vice Presidential Election for eligibility

### Independent Directors

- Reviewed the selected Independent Directors for eligibility under the Federation Bylaws
- Worked with outside search firm to seek qualified candidates for the vacant Independent Director position
- Interviewed candidates identified by the search firm for the vacant Independent Director position

### Key Outcomes and Recommendations

- Revised election and nomination procedures in compliance with the Federation Bylaws and formalized as a policy
- Confirmed the eligible candidates for the 2019 Federation Vice Presidential Election

### 2019 Outlook

In 2019, the Nominating and Governance Committee will be focusing on (1) refinement of the Federation's nomination and election process; (2) review of the Federation's existing policies in conjunction with the Rules Committee; and (3) performing such other duties as needed to comply with its mandate.



## Referee Committee

### Committee Members

Chris Ahrens – Chair	Sandy Hunt
Cindy Cone – Deputy Committee Chair	Lori Lindsey
Esse Baharmast	Richard Moeller
Angelo Bratsis	Kim Oberle
Ryan Cigich	Alex Para
Bill Davey	Veronica Perez
Paula Hildman	Ali Saheli
Mike Hoyer	Tim Turney
Angela Hucles	Rachel Woo

### Staff Liaisons

Rick Eddy  
Dan Russell

2018 was a busy year for the Referee Committee as we welcomed a new Chairperson in Chris Ahrens and brought on a Deputy Chairperson in Cindy Cone. In addition to the change in leadership we welcomed six new members to the group and a new staff liaison, Dan Russell.

The committee is pleased to announce that FIFA has accepted twenty-two American referees to the International Panel. We would like to congratulate Mark Geiger and CJ Morgante on their excellent careers as they have decided to retire from international refereeing, and we wish Cameron Blanchard the best of luck as he steps onto the committee for the first time.

This past summer saw Mark Geiger, Jair Marrufo, Frank Anderson, and Corey Rockwell participate in the FIFA World Cup in Russia. We are proud of their efforts and applaud them for their integrity and calm demeanor in the highest of pressure situations that a referee will encounter. We look forward to supporting our referees who will be in France this summer for the Women's World Cup.

In addition to the World Cup, this past year we had referees attend and participate in both Concacaf and FIFA events. They are as follows:

#### Concacaf

- Concacaf U-20 Women's Championships in Trinidad & Tobago, January 18-28: Katja Koroleva, Katy Nesbitt, Felisha Mariscal, Deleana Quan
- Concacaf Club Championship in the Dominican Republic, February 7-11: Kyle Atkins
- Concacaf U-17 Women's Championship in Nicaragua and Florida, April 19-29 and June 6-12: Karen Abt and Brooke Mayo
- Concacaf Women's Challenge in Antigua, April 25-29: Jennifer Garner
- Concacaf Caribbean Club Championship, Jamaica, May 11-16: Jair Marrufo, Corey Rockwell



- Concacaf Women Qualifiers in Guyana, May 23-27: Karen Abt
- Central American & Caribbean Games in Columbia, July 18-31: Kyle Atkins, Brooke Mayo
- Concacaf Women's World Cup Qualifying in Texas, October 4-17: Katja Koroleva, Felisha Mariscal, Kathryn Nesbitt
- Concacaf Exchange with the AFC. AFC Champions League Semi Final in Korea Republic, October 24: Mark Geiger, Frank Anderson
- Concacaf Men's U-20 Championship, November 1-21 in Florida: Ismail Elfath, Kyle Atkins

## FIFA

- FIFA Instructor Seminar, Feb. 19-23 in Qatar: Esse Baharmast, Jennifer Bennett
- Algarve Cup; Feb. 28 – March 7 in Portugal: Katja Koroleva, Felisha Mariscal and, Deleana Quan
- FIFA Women's U-20 World Cup, August 5-24 in France: Kathryn Nesbitt
- Youth Olympic Futsal Tournament, October 6-18 in Argentina: Lance Vanhaitsma
- FIFA Women's U-17 World Cup, November 13 – December 1 in Uruguay: Katja Koroleva, Felisha Mariscal, Deleana Quan
- FIFA Club World Cup, December 12-22 in UAE: Mark Geiger, Jair Marrufo, Frank Anderson, Corey Rockwell

In June 2018, the U.S. Soccer Referee Program started the development of an online referee learning platform to revitalize the current referee education program through new online learning opportunities. These modern courses are part of an expanded platform that will provide information based on educational principles outlined by U.S. Soccer, allowing referees to access the tools they need to further develop and perform.

In 2019, the Committee looks to support referees at all levels of the game. We have created sub committees that will look for ways to ensure that we are supporting our FIFA referees to the greatest extent possible, analyze our FIFA selection process and develop a systematic approach to track our developing referees, and lastly, review our national referee development program to give recommendations on how to increase participation and improve programming. Additionally, we will work closely with the sub group of U.S. Soccer's newly created Youth Task Force that looks to reduce the barriers for entry level referees and to improve retention of our grassroots referees.

The Committee would like to thank all of the councils, task forces, committees, U.S. Soccer staff, and the Federation leadership for work to grow soccer in this country. Our group looks forward to working with the membership to improve and grow the referee program at all levels.

Respectfully submitted,

Chris Ahrens – Chair  
Cindy Cone – Deputy Chair



## **Risk, Audit and Compliance Committee of the Board**

### **Committee Members**

Lisa Carnoy - Chair  
Val Ackerman  
Angela Hucles  
Sunil Gulati

### **Staff Liaison**

Lydia Wahlke

### **Committee Objectives**

The Committee's role is to provide oversight of the Federation's: (1) accounting and financial reporting processes; (2) systems of internal controls; and (3) compliance with legal requirements and ethical standards. The Committee is comprised of all Independent Directors on the Federation Board, one athlete, and one additional director.

### **Areas of Committee Involvement:**

#### **Accounting and Financial Reporting Processes**

- Oversee the engagement, the qualifications, and independence of the Federation's independent accounting firm
- Review the Federation's Annual Audit Report and recommend to the Board posting of the Federation's financials on the Federation's website

#### **Internal Controls / Risk Management**

- Review the Federation's material risk exposures
- Monitor the effectiveness of the Federation's risk management framework policies and initiatives to evaluate whether they effectively address the risks present within the Federation's current scope of operations

#### **Compliance with Legal Requirements and Ethical Standards**

- Review and monitor the Conflicts of Interest policy and other key corporate policies and delegations of authority
- Monitor the effectiveness of the Federation's policies and practices that relate to compliance with laws, regulations and accounting standards
- Monitor the impact of changes in key laws, regulations and accounting standards affecting Federation operations
- Oversee the Federation's compliance with legal and regulatory requirements (other than those assigned to other committees of the Board)

### **Key Outcomes and Recommendations**

- Review, input and oversight of development of Safe Soccer Framework compliance program



## **2019 Outlook**

In 2019 the Committee will be focusing on (1) on-going implementation of U.S. Soccer's Safe Soccer Framework; and (2) an RFP for the Federation's audit services. Item number 2 originally was scheduled for 2018 but was rescheduled for 2019 to enable the full participation of the new Chief Financial Officer, Pinky Raina, who started in January 2019.



## Rules Committee

### Committee Members

Tim Pinto – Chair  
Kathryn Sobrero Markgraf  
Garrison Mason  
Felipe Mendez  
Karissa Richardson

### Staff Liaisons

Lydia Wahlke  
Greg Fike

### Committee Objectives

- Review all proposals involving amendments to bylaws and policies
- Submit proposed bylaw amendments to National Council
- Review and submit policy changes to the Board of Directors
- Examine all applications for membership for compliance with U.S. Soccer’s bylaws
- Make membership recommendations to National Council and the Board of Directors
- Ensure that all amendments of bylaws and policies conform to the Amateur Sports Act and U.S. Soccer bylaws
- Provide interpretation of U.S. Soccer’s bylaws upon request
- Provide formal and informal advisory opinions as requested by Federation members

### Key Outcomes and Recommendations

- Reviewed and presented bylaw amendments to the Board of Directors and National Council
- Reviewed and presented policy proposals to the Board of Directors
- Reviewed membership applications
- Responded to requests for interpretation of Federation bylaws

### 2019 Outlook

- Review amendments to bylaws and policies as proposed by the Board or membership
- Work with the Federation’s counsel to provide advisory opinions and interpretations of bylaws and policies as requested by the Board of Directors or Federation members

The Rules Committee serves as a resource for the Federation’s decision-making bodies by reviewing and commenting on bylaw and policy proposals. The Rules Committee has tried to help proponents to prepare and craft well-structured proposals, and the Rules Committee has tried to help decision-making bodies to understand their choices by providing objective analysis of proposals and their potential impact. During this process, the Rules Committee has sought to avoid usurping the policy-making judgment of the Federation’s elected policy-makers. Instead, the Rules Committee has sought to provide objective and apolitical advice to the National Council, the Board of Directors, and the Federation’s membership.





During 2018, the Rules Committee also reviewed several proposed policies and made recommendations to the Board. The Rules Committee also issued advisory opinions regarding Bylaw 301, Policy 531-9 and Bylaw 212.

There was some transition during 2018 in the membership of the Rules Committee. Paul Burke completed an extended and very distinguished tenure as chair of the Committee. Felipe Mendez joined the Committee.

Respectfully submitted,

Tim Pinto  
Rules Committee Chair



## Sports Medicine Committee

### Committee Members

Dr. George Chiampas – Chair  
Dr. William Garrett  
Dr. Aaron Baggish  
Dr. Emilio Canal  
John Crawley  
Dr. Michael Czarnota  
Dr. Rueben Echemedia  
Dr. Chris Giza  
Dr. Kevin Guskiewicz  
Dr. Rob Huggins  
Dr. Donald Kirkendall

Dr. Cynthia Labella  
Dr. Bert Mandelbaum  
John O'Brien  
Dr. Elizabeth Pieroth  
Dr. Margot Putukian  
Dr. William Queale  
Dr. Monica Rho  
Dr. William Taylor  
Dr. Elizabeth Watson  
Dr. John Peter Zopfi

### Staff Liaison

Hughie O'Malley

### Committee Objectives/Goals

- Increase awareness and education around key medical issues and best practices
- Continue to develop and update key policies
- Collaborate with industry partners to ensure best-in-class medical programming
- Ensure complete medical and emergency coverage for the U.S. National Teams and additional development programs
- Collaborate with domestic and international medical leadership to enhance player safety
- Build and lead in scientific soccer research and disseminate within the medical, scientific and soccer communities
- Support Federation membership in medical areas

### Key Outcomes and Recommendations

- Developed a comprehensive coaching educational module around player safety, a state-of-the-art tool which ensures all coaches meet a set standard skill-set in safety
- Developed and produced a first of its kind soccer-specific CPR and AED education and training video which has been implemented within the Recognize to Recover (R2R), Presented by Thorne, platform and coaching education
- Following the Head Injury Summit in 2017, a collaborative document has been authored, edited and due for publication outlining the first soccer-specific “Current State of Consensus Guidelines in Soccer and Concussions”
- Led and collaborated with Canada and Mexico to author the medical and health plan for the 2026 World Cup Bid
- Built a sustainable team physician model which ensures greater continuity of care and communications for our National Team players



- Expanded nutrition education and individual player lab evaluations across all National Teams
- Expanded messaging on health and wellness, injury prevention and management through R2R
- Expanded work in areas of safety and high performance
- Participated in and collaborated with the annual MLS medical meetings and symposiums
- Continue to broaden R2R messaging, specifically at the grassroots level
- Created new R2R content directed at players, coaches, referees and parents
- Introduced a web-based neuropsychological screening program for the Development Academy; completed baseline screenings on all National Teams and Academy players
- Participated in key Youth and Sport Safety conference to further develop best practices in youth player safety
- Expanded and implemented Development Academy and, this year, membership Concussion Awareness Week (September 2018). In conjunction with ThinkTaylor, this program had significant outreach across our game, building awareness on the importance of safety within concussions
- Continued to lead in medical care and safety around the Development Academy showcases

## 2019 Outlook

- Build on player safety programs from the past several years in a strategic and impactful way
- Enhance our coaching safety module by translating into Spanish for greater inclusivity
- Push relative good scientific research to lead and educate within our sport
- Continue to secure medical technology resources for player care
- Continue to build the Sports Medicine Department within High Performance with personnel resources creating continuity of care across our National Teams
- Identify and secure physical therapy, athletic trainers and physician roles as the department continues to move forward in a newly structured High Performance Department
- Expand messaging on injury prevention and management through R2R campaign
- Expand work in areas of the sport that are critical for safety and high performance
- Participate in domestic and international medical programs

We appreciate the continued support of all our Sports Medicine staff.

Respectfully submitted,

George Chiampas, DO  
Chief Medical Officer







# **ANNUAL GENERAL MEETING**

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**2019 | SCOTTSDALE**

## **Section IV**

**Proposed Budget – FY'20**





**FY'20 Budget  
Executive Summary  
2019 Annual General Meeting**

- I. Introduction**
- II. Business Framework**
- III. Why we will execute our plan**
- IV. FY'20 Budget Overview**
- V. FY'20 Budget Review**
- VI. Conclusion**



## **I. Introduction**

As we think about how we achieve our mission, our future can be viewed through three key questions:

1. What are the key drivers of growth in the sport – on and off the field?
2. How do we execute against those drivers?
3. Do we have the right people to execute our plans?

Over the past several years, we have worked closely with the Board to make considerable strides in defining our business – Vision, Mission, Mission Guides, Objectives, Strategy, and Tactics. We support that with our operating model driven by the core pillars of our members, sport development, and commercial business. We have worked to align ourselves internally and integrate our operations to drive efficiencies and opportunity. In the future, we can go to another level as we look to push the sport and our organization to new heights by clearly aligning our tactics to our strategies and then communicating that alignment so there is an understanding of not only what we are doing, but why we are doing it throughout the organization. As we enter FY'20, year two of significantly increased investment (and operating budgets that are in a deficit position), we start with a review of the business framework to provide the context for how the budget is conceived and how the organization operates.

## **II. Business Framework**

### **A. Vision – What we aspire to be**

This broad concept paints the picture of where we are going.

We are U.S. Soccer and we are the future of sport in the United States.

### **B. Mission – What we strive for over time and why we exist**

Building on our vision, we set out the mission – Make soccer the preeminent sport in the United States.

How will we know if the sport is preeminent or not? We have defined four dynamics – Most Played, Most Respected, Most Engaged, Most Beloved. Let's look at the detail of each, what they represent in our everyday environment and how we measure our performance.

#### **Most Played**

- Highest participation rates relative to other sports
- Video game plays
- Fantasy sports/gaming engagement

#### **Most Respected**

- Develop world-class players, coaches and referees competing in the top leagues in the world
- Have the world's top professional leagues in our country
- Win international competitions
- Host global events

#### **Most Engaged**

- Media viewership and consumption exceeds other sports
- Sold out stadiums





- Online views outperform other sports
- Clips/highlights views, posts and shares tops other sports

#### Most Beloved

- Merchandise as a badge
- U.S. soccer as part of cultural conversation
- Professional and National Team fan support
- Favored sport in the U.S.

Now more than ever, we can see the landscape changing and the sport growing at many levels with an incredible opportunity in front of us in the 2026 World Cup. We have a full generation of fans that have never known the sport without a professional league in the United States. We have athletes who are growing up striving to play in our development programs and coaches who will now complete a cycle of education under our new licensing program at the National Development Center. We believe that growth of the sport in the United States is accelerating and that the diversity of our population, the global dynamics of our sport, and the digital tools and resources we have will serve to drive material growth in the foreseeable future. When we add the patriotic factor of our U.S. National Teams (women and men), we have another dimension of opportunity and growth on top of the sport itself. 2026 is an incredible opportunity, a starting point not an end game, from which we will launch the sport to the next level in our country.

#### C. Mission Guides – Guide posts to keep us aligned and on track towards our mission

Our mission guides of Support the Member, Impact the Athlete, and Serve the Fan are the simple “north star” guide posts to keep us aligned and on track towards our mission. When in doubt, there are some simple key questions that help to direct our actions – how can we best support our members to accelerate their (and our) ability to impact athletes, what is best for the athlete\* (player, coach, and referee), and what is best for the fan? With the Mission and Mission Guides established, we define our Objectives within the context of these three items.

#### D. Objectives – What drives us towards achieving our mission

Our objectives start to bring the mission and mission guides into more tangible items that direct our strategic approach.

We support members to accelerate their ability to impact athletes. We want **members to work together** to provide an **aligned pathway with appropriate environments** from entry level to professional to ultimately **increase participation** and produce lifelong participants and fans.

To impact athletes, we want to **influence environments at all levels to drive world-class athlete development**, and produce **national teams that win** World Cups and World Championships.

Serving the fan, we capture the energy around our National Team performances to **grow our fan base, connect to fans in deeper more meaningful ways**, and **generate revenue to invest back into the sport** to take our performances on the field to the next level.



E. Strategy – How we plan to achieve our objectives – the lens used to evaluate potential tactics

Using our mission, mission guides and objectives, we now define the how. Strategy is how we plan to achieve our objectives and from there, the filter we use to define our tactics.

Our core strategies are defined as follows:

Support the Member

1. Provide a public certification program for adoption of standards
2. Offer education programs to effectively reach and teach athletes
3. Commit to regular two-way communication
4. Collectively uphold our governance duties and responsibilities to our members

Impact the Athlete

1. Create standards at all levels to help inform the landscape and certify the quality of environments
2. Provide programs for the most talented athletes with the desire and potential to become professionals
3. Create performance driven environments for our National Teams to win

Serve the Fan

1. Make it easy to follow/engage in the sport (either directly or through our partners)
2. “Build the Tribe” by providing unique experiences for our fans (through events, content, and digital tools)
3. Define our place in the cultural landscape and global game

These strategies set the stage for our tactical planning.

F. Tactics – We define our tactics through the lens of strategy. These are specific programs/concepts that bring our strategy to life – the connection of our everyday environment to our mission.

How we operate in the day-to-day environment drives our performance and ability to achieve our mission. Having a well-defined overarching framework that is aligned with how we execute, provides an opportunity to experience a multiplier effect in our results.

Tactically we set our programs for anywhere from 12 to 60 month windows based on four criteria:

1. Energy Moment – what we can use to accelerate towards the mission
2. Platform Development – creating, improving, or refining areas we operate in
3. Operating Improvements – Improving or removing day to day barriers to our success (which we make permanent over time)
4. Longer-term development – programs or processes that require a longer time horizon to fully realize their impact. Over the years, the Board has been extremely supportive of investing in concepts that require a longer time frame to execute which has given us a strong foundation that we expect to see dividends from in the years to come (like coaching education and the development academy programs).



### **III. Why we will execute our plan**

Looking ahead, we have three factors that when combined with our mission, objectives and strategy will enable us to take our organization and sport to the next level within our framework. First, the Board is committed to invest in key initiatives to grow the sport now and over time. Second, we can execute on our plans with agility and speed. Finally, we are able to manage our business in an efficient, high performing manner to maximize our opportunities.

#### **A. Commitment (and Ability) to Invest**

The Board is and has been committed to investing in key initiatives and we use innovation and creativity to drive performance. Given our relatively limited resources, we have focused our investment on areas that will drive our mission in the best, most efficient way possible for both near-term and long-term benefit, e.g. Coaching education, player development programs, and digital infrastructure.

#### **B. Leadership**

We are disciplined and accountable to the Board, our Members and ourselves to ensure we operate efficiently and effectively in an integrated manner. We have focused on building our internal capabilities and skill sets as well as developing our talent base. We are laser focused on building the areas that serve our mission and optimizing the areas that are supporting our core. As our employee numbers and skill levels have grown, we have had to scale how we manage and service our employees. Starting with a clear vision, objectives, strategy and tactics, we are able to maximize our talent and enhance performance like never before.

#### **C. Execution**

We have a proven track record of executing against our strategy. We remain agile enough to execute our plans at scale or a specific market level either by delivering them ourselves or by working with partners to provide great experiences and platforms. This enables us to connect deeply to our members, athletes, and fans, which in turn provides us with the insights we need to continue to accelerate our development. Using a portfolio approach, we are able to look at our business in a holistic manner and allocate resources across the portfolio to drive big opportunities and ensure we remain focused on our mission. We continually evaluate our execution approach and performance to ensure we are refining and improving how we get things done.

As one of the organizations driving growth of the sport in the U.S. (and to fulfill our mission), we have a responsibility to think bigger and see growth opportunities that will challenge us and our sport in new and different ways. With our three core tenants and strategic plan, we are uniquely positioned to drive growth.

### **IV. FY'20 Budget Overview**

Not qualifying for the Men's World Cup had a real impact on our ability to achieve our mission in the short-term. Not participating in June's World Cup caused a shortfall in our ability to increase the fan base because the World Cup has developed into a sporting moment that unites the country around our team. This is a void that we can not fill in the short-term. As we look to FY'20, we are pushing ourselves to make the Women's World Cup a transformative opportunity for the sport. The operating area that has been impacted the most has been events. While year over year comparisons on attendance are not necessarily the most relevant comparisons due to a variety of factors such as number of matches, competitive dynamics, etc., in FY'20, we will continue to rebuild support for the Men's National Team and are looking to maximize our pre-Women's World Cup events for the Women's National Team. As we manage the financial



dynamics of our events with a portfolio approach, we can balance the technical needs of our coaches, while maximizing opportunities when either team is performing at a higher level and continually driving improvement of the overall event production/presentation and fan experience. Launching our digital app in FY'20 will open up new opportunities to connect to our fans in more personalized and unique ways. From a commercial and sponsorship perspective, our long-term agreements will continue to generate a sustained amount of revenue but our ability to realize upside gains has been impacted by the Men's team not participating in the World Cup (most notably sponsorship, licensing, and retail revenues).

## **V. FY'20 Budget Review**

We are operating in a business environment that is changing and evolving more rapidly than ever before and we are prepared to not only meet these challenges but also turn them into opportunities. FY'20 represents year two of our five-year plan to significantly increase investment in growing the game as well as the opportunity to take our exposure to new heights through the Women's World Cup. As we presented at the October Board meeting, we are planning to be extremely aggressive in promoting our team along with our partners to try to make our team transcend the sport and move into a broader cultural discussion. We continue our long-term investments in coaching education and player development platforms as well as expanding our engagement and activity with our members. We will also see the completion of phase I of our digital transformation with the launch of our new website, app, retail partner, and fan membership program in the spring of 2019. On the sport development side, the foundational core of our programs continues to evolve and improve with the implementation of our grassroots coaching licenses and the escalation of our instructor training to move us closer to our target of 1,000 trained instructors by 2022.

Highlighting the top areas for FY'20 based on our Core and four tactical approaches (Energy Moment, Platform Development, Operating Improvement, and Longer-term development):

### **A. Core – Data and Technology Infrastructure and Fan Journey**

This infrastructure will power our ability to connect members, provide insights, and grow the game. The NDC is now up and running and already providing insights. We will use these tools to support the efforts of our members in growing participation, improve our athletes, and connect to fans in deeper, more meaningful ways.

Data and Technology infrastructure includes the following:

1. Aligning and organizing our existing and new personnel focused on data infrastructure, App, Web, and Analytics, IT and technology solutions (software, platform products, etc.), as well as the implementation of the NDC.
2. Implementing a centralized data warehouse that facilitates the exchange of data between our internal systems and external data sources.
3. Creating a cohesive digital ecosystem that ties together the App, Website, Loyalty program, and our underlying data to create a personalized user experience.
4. Establishing an operating model that promotes a data-centric mindset throughout the organization. This is a collective target that will require every department to be a steward.

### **B. Energy Moment**

Our energy moment for FY'20 is clear and presents an incredible chance to set a new bar – the Women's World Cup. We will execute our largest campaign ever to elevate our Women's National Team and the sport to new heights.



**C. Platform Development**

We have a number of platforms across the organization. There are six points of emphasis as we look at the FY'20 budget:

1. Continued evolution and expansion of our Stakeholder area, including international relations.
2. Referee program evolution – licensing, education, and evaluation.
3. Continued evolution of our youth national teams program and integration with our player development programming.
4. “Relaunch” of the Men’s National Team which started in the fall of 2018.
5. Open Cup improvements and upgrades including broadcasting every match.
6. Fan Membership program revamp.

**D. Operating Improvements**

One of the core barriers we have to unlocking our potential is lack of time to execute our events. We have been working hard to quantify and improve the processes of organizing our events on a longer timeline. We launched all of the 2019 Women’s National Team pre-World Cup schedule at one time similar to a music tour. This has allowed us to generate additional opportunities and we will continue to improve this area. We are also diligently operating our business with an eye towards managing expenses (airfare, hotel, meals as examples) as tightly as possible. As our programming has expanded, these costs have increased significantly so managing them as closely as possible is critical and meaningful from a financial perspective.

**E. Longer-Term**

On top of these, we have the opportunity to realize a generational catalyst in the 2026 World Cup. When we look back at the landscape in 1994, soccer at that time is almost unrecognizable from our current state. 2026 should provide a greater opportunity because we have an exponentially larger eco-system from which to start. Taking what we learned from that time frame and using it to maximize the event we can align the sport and use the World Cup as a springboard for new heights. Things like a complete integration with our members, data gathering, facility development, fan connectivity and content all come to the foreground to drive the opportunity and the economics. The timing will also start to see the first players that will be benefitting from the revised coaching education pathway provided largely by our members, the impact of our high performance efforts, and the continued evolution and alignment of the highest level development programs (academies and youth national teams).

With the framework of the above, let’s look at the numbers.

*Chart 1 – FY'20 Source and Use of Funds – Level 1*

	FY'20 Projected Revenue	FY'20 Projected Expense	Projected Prof/(Loss)	FY'19 Projection Prof/(Loss)	FY'20 v. FY'19 Variance Prof/(Loss)
<b>Level I - Federation Requirements</b>					
Registration	5,954,835	-	5,954,835	5,835,625	119,210
International Game Approval	4,450,000	1,950,000	2,500,000	2,714,250	(214,250)
Membership Services	3,000	-	3,000	3,250	(250)
General and Administrative	8,000	15,715,658	(15,707,658)	(16,191,305)	483,647
Annual General Meeting	-	815,800	(815,800)	(785,339)	(30,461)
Fundraising	2,210,000	1,755,821	454,179	1,173,325	(719,146)
NBOD	-	225,800	(225,800)	(139,486)	(86,314)
Committees - Elected Officials	-	990,987	(990,987)	(632,129)	(358,858)



**U.S. Soccer Federation**  
*FY'20 Budget – Executive Summary*

Coaching Programs	3,936,000	9,735,956	(5,799,956)	(5,772,198)	(27,758)
Coaching Schools	-	-	-	-	-
Referee Programs	2,933,023	3,740,060	(807,037)	(815,473)	8,436
Miscellaneous	2,063,700	11,726	2,051,974	2,732,428	(680,454)
Various	-	-	-	(310,289)	310,289
<b>Total Level I</b>	<b>21,558,558</b>	<b>34,941,808</b>	<b>(13,383,250)</b>	<b>(12,187,341)</b>	<b>(1,195,909)</b>

**Comments**

We have budgeted conservatively for Registration and International Games. We have focused our stakeholder and member efforts in G&A and while it is down at this moment, this will be adjusted due to additional head count that will be added but is not included in the current numbers. This will be changed for the final presentation of the budget. Fundraising continues to grow and provide another source of revenue for the organization. BOD increases are due to a full-year of in-person meetings while the increase in Committees and Elected Officials is driven by our investment in the Hall of Fame induction ceremonies. We remain committed to continue our investment in Coaching Education and Referee Programs.

*Chart 2 – FY'20 Source and Use of Funds – Level 2*

	FY'20 Projected Revenue	FY'20 Projected Expense	Projected Prof/(Loss)	FY'19 Projection Prof/(Loss)	FY'20 v. FY'19 Variance Prof/(Loss)
<b>Level II - Operating Priorities/Core Competencies</b>					
National Teams and Events					
MNT Teams/Events	20,414,455	21,431,499	(1,017,044)	(734,319)	(282,725)
Men's World Cup	-	-	-	(3,992)	3,992
WNT Teams/Events	18,503,582	20,801,255	(2,297,673)	(5,752,311)	3,454,638
Women's World Cup	4,454,374	10,582,252	(6,127,878)	-	(6,127,878)
WWC Qualifying	-	-	-	600,000	(600,000)
Other National Teams	-	-	-	(1,906,110)	1,906,110
Extended National Teams	-	1,631,274	(1,631,274)	-	(1,631,274)
Open Cup	1,250,450	1,396,944	(146,494)	(51,210)	(95,284)
NWSL	-	795,344	(795,344)	(811,726)	16,382
National Teams Administration	-	5,399,439	(5,399,439)	(2,991,085)	(2,408,354)
Events Management	-	944,077	(944,077)	(1,142,207)	198,130
<b>Subtotal</b>	<b>44,622,861</b>	<b>62,982,084</b>	<b>(18,359,223)</b>	<b>(12,792,960)</b>	<b>(5,566,263)</b>
Marketing and Sponsorship					
Mktg - Sponsorship - Broadcast	51,740,000	7,827,128	43,912,872	39,782,688	4,130,184
Retail	1,005,473	-	1,005,473	558,712	446,761
<b>Subtotal</b>	<b>52,745,473</b>	<b>7,827,128</b>	<b>44,918,345</b>	<b>40,341,400</b>	<b>4,576,945</b>
<b>Total Level II</b>	<b>97,368,334</b>	<b>70,809,212</b>	<b>26,559,122</b>	<b>27,548,440</b>	<b>(989,318)</b>

**Comments**

Revenue here is driven by our events. This is an area of risk for our operations and we continue to build our skill set and capability to manage the risks on events. We believe that our budgeted revenue and expenses are in-line with our past performance. We are investing a significant amount in the Women's World Cup We have a full slate of event activity for the Men's and Women's National Teams as well as our Extended National Teams. We are investing heavily in our Women's World Cup efforts to ensure our team has every possible opportunity to succeed and engage fans across the country, which is driving much of the change in year over year financial performance. The Men's National Team will be participating in the 2019 Gold Cup and the CONCACAF Nations League. National teams administration is increased to reflect the significant structural changes we have made by adding GM's for the Men and Women as well as the planned full-year of MNT staff. Extended National Team expenses are programming driven. On the Marketing side, we have contractual increases in our SUM agreement as well as a new



retail relationship and the renewal of our ticketing provider. These three drive the increases in revenue.

*Chart 3 – FY'20 Source and Use of Funds – Level 3*

	FY'20 Projected Revenue	FY'20 Projected Expense	Projected Prof/(Loss)	FY'19 Projection Prof/(Loss)	FY'20 v. FY'19 Variance Prof/(Loss)
<b>Level III - Restricted Area of Operations/Player Development</b>					
Other Designated Revenue	2,250,000	-	2,250,000	2,425,433	(175,433)
National Training Center	-	449,739	(449,739)	(535,091)	85,352
Equipment Management	-	606,589	(606,589)	-	(606,589)
Sports Medicine - High Performance	-	5,118,820	(5,118,820)	(3,566,617)	(1,552,203)
Development Academy	1,220,218	7,199,415	(5,979,197)	(7,331,550)	1,352,353
Development Programs	-	17,534,844	(17,534,844)	(20,050,902)	2,516,058
<b>Total Level III</b>	<b>3,470,218</b>	<b>30,909,407</b>	<b>(27,439,189)</b>	<b>(29,058,727)</b>	<b>1,619,538</b>

**Comments**

The design of this area and the departments that function within it (Coaching Education, Player Development, High Performance, Talent ID, and Member Programs) is that they work together to enable us to significantly accelerate our efforts to unleash the potential of our country like never before. Results in this area take time and we are investing for the long-term. Over the past decade, we have traveled the world and within our country to meet with people and experts across a variety of fields in and outside of the sport of soccer (Other sports, academia, music, movies and entertainment, business and technology). We synthesize what we learn with the culture of our country to apply best practices as well as new ideas and concepts to our organization and processes. Designated Revenue represents what we receive from FIFA and the USOC. On the expense side, we have broken equipment management into its own line item. While this area serves all of our National Teams, the majority of its activity is via the youth national teams and development programs. High performance reflects a further build-out of our programming in that area. Reductions in spending are due to a greater calibration of our programming – we think we can operate more efficiently and this reflects that thinking.

*Chart 4 – FY'20 Source and Use of Funds – Entire Budget*

	FY'20 Projected Revenue	FY'20 Projected Expense	Projected Prof/(Loss)	FY'19 Projection Prof/(Loss)	FY'20 v. FY'19 Variance Prof/(Loss)
Total Source and Use of Funds	122,397,110	136,660,427	(14,263,317)	(13,697,628)	(565,689)

**Comments**

This projected deficit will increase as we finalize additional headcount. That process is underway but not yet completed at this time. Headcount increases are driven by our programming needs and are projected over a period of time so we are certain that we can execute against our strategy.



*Chart 5 – Non-Operating Revenue and Expenses*

	FY'20	FY'20	FY'19	FY'20 v. FY'19
	Projected	Projected	Projected	Variance
	Revenue	Expense	Prof/(Loss)	Prof/(Loss)
<b>Non-Operating, Non-Cash Summary</b>				
<b>Revenue</b>				
Interest/Investment Income	4,600,000	-	4,600,000	(1,839,261)
Designated Revenue	4,960,000	-	4,960,000	1,093,333
Nike Equipment Allotment	3,400,000	-	3,400,000	(131,250)
COPA America	-	-	-	(1,362,843)
<b>Total Non-Operating Revenue</b>	<b>12,960,000</b>	<b>0</b>	<b>12,960,000</b>	<b>(2,240,021)</b>
<b>Expenses</b>				
Capital Improvements Expense	-	274,656	(274,656)	2,666,667
Depreciation Expense	-	1,376,333	(1,376,333)	(576,626)
Digital Revamp	-	4,201,300	(4,201,300)	(2,566,900)
Restricted Gifts	-	297,037	(297,037)	(297,037)
NTC Depreciation/Amortization Exp	-	284,925	(284,925)	(4,231)
World Cup Bid Support	-	-	-	3,252,085
Membership Grant Program	-	-	-	1,500,000
Nike Equipment Allotment - Expense	-	3,400,000	(3,400,000)	131,250
<b>Total Non-Operating Expenses</b>	<b>0</b>	<b>9,834,251</b>	<b>(9,834,251)</b>	<b>4,105,208</b>
<b>Non-Operating Surplus/(Deficit)</b>	<b>12,960,000</b>	<b>9,834,251</b>	<b>3,125,749</b>	<b>1,865,187</b>

**Comments**

This consists of items that occur outside of what we do not generate through our day to day operations, capital expenses, depreciation, investment income, restricted funds, and in-kind. For FY'20, we are projecting a surplus of \$1,260,562. This is driven by fundraising efforts, partially offset by non-recurring COPA America revenues. Our investment model calls for a targeted return rate of 3.0% which is reflected in our number above. On the expense side, we are funding the digital infrastructure assets. Obviously, the World Cup Bid has passed so we will not see these expenses in FY'20, but we may have some expenses related to the execution of the 2026 World Cup. This would likely be in a new corporate entity so we have not included any projection at this time. Nike equipment allocation offsets itself.

*Chart 6 – FY'20 Operating and Non-Operating Projection*

	FY'20	FY'20	FY'19	FY'20 v. FY'19
	Projected	Projected	Projected	Variance
	Revenue	Expense	Prof/(Loss)	Prof/(Loss)
Operating Surplus/(Deficit)	122,397,110	136,660,430	(14,263,320)	(565,692)
Non-Operating Surplus/(Deficit)	12,960,000	9,834,251	3,125,749	1,865,187
<b>Total Surplus/(Deficit)</b>	<b>135,357,110</b>	<b>146,494,681</b>	<b>(11,137,571)</b>	<b>1,299,495</b>

**Comments**

This level of investment is in-line with our 5-year projection.





## **VI. Conclusion**

We are U.S. Soccer and we are the future of sport in the United States. With a clear mission, objectives, and strategy aligned with a tactical plan and organizational structure designed around our strategy, we have seen growth over the past years and will experience more in the years to come. We continue to manage our business with diligent cost controls and stringent oversight, with an eye towards implementing strategic investments to drive long-term growth and value for the organization and the sport. Our tactics are changing and evolving to support our members, impact athletes, and serve fans. We know that the world is changing and that what we have done in the past will not get us where we want to go so we are focused on our current and future personnel to ensure we have the capability to make soccer the preeminent sport in the United States.

We ask that the National Council approve the FY'20 budget and thank you for your support.

Sincerely,

Richard Moeller  
Chairman, Budget & Finance Committee  
U.S. Soccer Federation Board of Directors

**U.S. Soccer Federation  
FY2020 Budget  
Financial Summaries  
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	FY2020 Budget Revenue	FY2020 Budget Expense	Prof/(Loss)	FY2019 Projected Prof/(Loss)	Variance Prof/(Loss)
<b>Level I - Federation Requirements</b>					
Registration	5,954,835	0	5,954,835	5,835,625	119,210
International Game Approval	4,450,000	1,950,000	2,500,000	2,714,250	(214,250)
Membership Services	3,000	0	3,000	3,250	(250)
General and Administrative	8,000	15,715,658	(15,707,658)	(16,191,305)	483,647
Annual General Meeting	0	815,800	(815,800)	(785,339)	(30,461)
Fundraising	2,210,000	1,755,821	454,179	1,173,325	(719,146)
NBOD	0	225,800	(225,800)	(139,486)	(86,314)
Committees - Elected Officials	0	990,987	(990,987)	(632,129)	(358,858)
Coaching Programs	3,936,000	9,735,956	(5,799,956)	(5,772,198)	(27,758)
Coaching Schools	0	0	0	0	0
Referee Programs	2,933,023	3,740,060	(807,037)	(815,473)	8,437
Miscellaneous	2,063,700	11,726	2,051,974	2,732,428	(680,453)
Various	0	0	0	(310,289)	310,289
<b>Total Level I</b>	<b>21,558,558</b>	<b>34,941,808</b>	<b>(13,383,250)</b>	<b>(12,187,341)</b>	<b>(1,195,908)</b>
<b>Level II - Operating Priorities / Core Competencies</b>					
<b>National Teams and Events</b>					
MNT Teams/Events	20,414,455	21,431,499	(1,017,044)	(734,319)	(282,725)
Men's World Cup	0	0	0	(3,992)	3,992
WNT Teams/Events	18,503,582	20,801,255	(2,297,673)	(5,752,311)	3,454,638
Women's World Cup	4,454,374	10,582,252	(6,127,878)	0	(6,127,878)
WWC Qualifying	0	0	0	600,000	(600,000)
Other National Teams	0	0	0	(1,906,110)	1,906,110
Extended National Teams	0	1,631,274	(1,631,274)	0	(1,631,274)
Open Cup	1,250,450	1,396,944	(146,494)	(51,210)	(95,284)
NWSL	0	795,344	(795,344)	(811,726)	16,382
National Teams Administration	0	5,399,439	(5,399,439)	(2,991,085)	(2,408,354)
Events Management	0	944,077	(944,077)	(1,142,207)	198,130
<b>Subtotal</b>	<b>44,622,861</b>	<b>62,982,086</b>	<b>(18,359,225)</b>	<b>(12,792,961)</b>	<b>(5,566,264)</b>
<b>Marketing and Sponsorship</b>					
Mktg - Sponsorship - Broadcast	51,740,000	7,827,128	43,912,872	39,782,688	4,130,184
Retail	1,005,473	0	1,005,473	558,712	446,761
<b>Subtotal</b>	<b>52,745,473</b>	<b>7,827,128</b>	<b>44,918,345</b>	<b>40,341,400</b>	<b>4,576,945</b>
<b>Total Level II</b>	<b>97,368,334</b>	<b>70,809,214</b>	<b>26,559,120</b>	<b>27,548,440</b>	<b>(989,319)</b>
<b>Level III - Restricted Area of Operations - Player Development</b>					
Other Designated Revenue	2,250,000	0	2,250,000	2,425,433	(175,433)
National Training Center	0	449,739	(449,739)	(535,091)	85,352
Equipment Management	0	606,589	(606,589)	0	(606,589)
Sports Medicine - High Performance	0	5,118,820	(5,118,820)	(3,566,617)	(1,552,204)
Development Academy	1,220,218	7,199,415	(5,979,197)	(7,331,550)	1,352,352
Development Programs	0	17,534,844	(17,534,844)	(20,050,902)	2,516,058
<b>Total Level III</b>	<b>3,470,218</b>	<b>30,909,408</b>	<b>(27,439,190)</b>	<b>(29,058,727)</b>	<b>1,619,537</b>
<b>Total Source and Use of Funds</b>	<b>122,397,110</b>	<b>136,660,430</b>	<b>(14,263,320)</b>	<b>(13,697,629)</b>	<b>(565,691)</b>

## Revenue and Expense Summary

DESCRIPTION	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Projected	Variance	FY2020 Budget	Next Yr-Budget vs 2019-Project Variance
<b>Operating Revenue and Expense</b>							
<b>Revenue</b>							
Registration Fees	5,922,420	5,884,305	6,075,470	5,835,625	(239,845)	5,954,835	119,210
Development Fundraising	991,075	1,064,429	2,610,000	1,856,520	(753,480)	2,210,000	353,480
Marketing and Sponsorship	46,053,177	48,923,357	47,999,997	48,124,710	124,713	52,745,473	4,620,763
NT - NT Games - Int'l Games	34,566,655	34,243,937	27,827,900	33,281,090	5,453,190	49,072,861	15,791,771
Coaching	2,857,245	3,306,559	3,429,000	3,258,730	(170,270)	3,936,000	677,270
Referee	3,154,018	2,733,269	3,230,000	2,865,697	(364,303)	2,933,023	67,326
Services	6,225	2,325	6,000	3,250	(2,750)	3,000	(250)
Other Revenue	4,096,218	5,213,763	5,327,200	6,651,774	1,324,574	5,541,918	(1,109,856)
<b>Total Operating Revenue</b>	<b>97,647,033</b>	<b>101,371,945</b>	<b>96,505,567</b>	<b>101,877,396</b>	<b>5,371,829</b>	<b>122,397,110</b>	<b>20,519,714</b>
<b>Expenses</b>							
AGM-BOD-Committees-Elected Officials	2,027,053	1,667,430	1,683,510	1,556,954	126,556	2,032,587	(475,633)
General and Administration	15,298,392	18,630,976	19,811,666	18,937,403	874,263	19,433,205	(495,802)
NT - NT Games - Int'l Games	41,545,552	42,402,146	35,709,447	41,386,724	(5,677,277)	61,350,811	(19,964,087)
Extended National Teams	0	0	0	0	0	1,631,274	(1,631,274)
Equipment Management	0	0	0	0	0	606,589	(606,589)
Player Development	25,023,703	29,458,421	33,636,664	32,353,156	1,283,508	29,853,080	2,500,076
National Training Center	634,883	526,403	459,600	535,091	(75,491)	449,739	85,352
Referee Department	3,637,419	3,436,804	4,352,543	3,681,170	671,373	3,740,060	(58,890)
Coaching Department	4,662,249	6,484,954	7,625,836	9,030,928	(1,405,092)	9,735,956	(705,028)
Marketing-Sponsorship-Broadcast	4,544,819	4,855,943	7,122,567	7,783,310	(660,742)	7,827,128	(43,819)
Various	270,571	402,947	0	108,095	(108,095)	0	108,095
Other Expense - Undistributed Airfare	(101,689)	102,921	0	202,194	(202,194)	0	202,194
<b>Total Operating Expense</b>	<b>97,542,951</b>	<b>107,968,946</b>	<b>110,401,833</b>	<b>115,575,025</b>	<b>(5,173,192)</b>	<b>136,660,430</b>	<b>(21,085,405)</b>
<b>Net Operating Surplus/(Deficit)</b>	<b>104,082</b>	<b>(6,597,001)</b>	<b>(13,896,266)</b>	<b>(13,697,629)</b>	<b>198,637</b>	<b>(14,263,320)</b>	<b>(565,691)</b>
<b>Non-Operating Non-Cash Summary</b>							
<b>Revenue</b>							
Interest/Investment Income	6,861,087	5,289,330	4,995,000	6,439,261	1,444,261	4,600,000	(1,839,261)
Designated Revenue	1,000,000	0	1,500,000	3,866,667	2,366,667	4,960,000	1,093,333
Nike Equipment Allotment	3,177,732	3,412,546	3,531,250	3,531,250	0	3,400,000	(131,250)
COPA America	50,000,000	18,719,385	0	1,362,843	1,362,843	0	(1,362,843)
<b>Total Non-Operating Revenue</b>	<b>61,038,819</b>	<b>27,421,261</b>	<b>10,026,250</b>	<b>15,200,021</b>	<b>5,173,771</b>	<b>12,960,000</b>	<b>(2,240,021)</b>
<b>Expenses</b>							
Capital Improvements Expense	274,656	274,656	274,656	2,941,323	(2,666,667)	274,656	2,666,667
Depreciation Expense	249,573	779,421	223,000	799,707	(576,707)	1,376,333	(576,626)
Digital Revamp	0	0	0	1,634,400	(1,634,400)	4,201,300	(2,566,900)
Restricted Gifts	0	0	0	0	0	297,037	(297,037)
NTC Depreciation/Amortization Exp	280,112	283,172	283,377	280,694	2,683	284,925	(4,231)
Severance	6,168,834	0	0	0	0	0	0
PRO VAR	0	1,021,875	0	0	0	0	0
World Cup Bid Support	0	3,591,359	2,000,000	3,252,085	(1,252,085)	0	3,252,085
Membership Grant Program	0	467,303	3,000,000	1,500,000	1,500,000	0	1,500,000
Nike Equipment Allotment - Expense	3,177,732	0	3,531,250	3,531,250	0	3,400,000	131,250
<b>Total Non-Operating Expenses</b>	<b>10,150,907</b>	<b>6,417,786</b>	<b>9,312,283</b>	<b>13,939,459</b>	<b>(4,627,176)</b>	<b>9,834,251</b>	<b>4,105,207</b>
<b>Net Non-Operating Surplus/(Deficit)</b>	<b>50,887,912</b>	<b>21,003,475</b>	<b>713,967</b>	<b>1,260,562</b>	<b>546,595</b>	<b>3,125,749</b>	<b>1,865,187</b>
<b>Surplus/(Deficit) - All Inclusive</b>	<b>50,991,993</b>	<b>14,406,474</b>	<b>(13,182,299)</b>	<b>(12,437,067)</b>	<b>745,232</b>	<b>(11,137,571)</b>	<b>1,299,496</b>

DESCRIPTION	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Projected	Variance	FY2020 Budget	Next Yr-Budget vs 2019-Project Variance
<b>Registration</b>							
USASA (I-01)	500,010	522,168	560,000	510,000	(50,000)	522,168	12,168
USYSA (I-02)	3,036,451	2,833,932	2,910,000	2,910,000	0	2,910,000	0
AYSO (I-03)	454,134	447,682	475,000	405,512	(69,488)	460,000	54,488
SAY (I-04)	123,731	85,740	110,000	100,985	(9,015)	110,000	9,015
FUTSAL (I-05)	21,181	10,000	10,000	10,000	0	10,000	0
Y-LEAGUE (I-06)	10,000	18,476	10,000	10,000	0	10,000	0
AFFILIATE MEMBERS (I-20)	1,000	1,000	1,000	1,000	0	1,000	0
NASL (I-21)	106,667	106,667	73,150	0	(73,150)	0	0
MLS (I-23)	554,000	710,000	740,000	740,000	0	770,000	30,000
US CLUB SOCCER (I-24)	452,353	447,805	480,000	458,462	(21,538)	440,000	(18,462)
USL (I-25)	73,150	106,667	106,667	106,667	0	106,667	0
NWSL (I-32)	350,000	350,000	350,000	350,000	0	350,000	0
PROAM (I-26)	25,390	19,800	19,000	15,011	(3,989)	15,000	(11)
PRO TEAM REGISTRATION FEES (I-27)	111,987	111,988	120,653	107,989	(12,664)	140,000	32,011
US SPORTS SPECIALTY ASSOC (I-28)	102,366	112,380	110,000	110,000	0	110,000	0
<b>Total Registration Fees</b>	<b>5,922,420</b>	<b>5,884,305</b>	<b>6,075,470</b>	<b>5,835,625</b>	<b>(239,845)</b>	<b>5,954,835</b>	<b>119,210</b>
<b>Development Fundraising</b>	<b>991,075</b>	<b>1,064,429</b>	<b>2,610,000</b>	<b>1,856,520</b>	<b>(753,480)</b>	<b>2,210,000</b>	<b>353,480</b>
<b>Marketing and Sponsorship</b>							
SPONSORSHIP (I-11)	45,710,246	48,573,357	47,499,997	47,565,998	66,000	51,740,000	4,174,002
RETAIL (M-10)	342,931	350,000	500,000	558,712	58,712	1,005,473	446,761
DNU DESIGNATED REV- PLAYER DEV (I-98)	0	0	0	0	0	0	0
<b>Total Marketing and Sponsorship</b>	<b>46,053,177</b>	<b>48,923,357</b>	<b>47,999,997</b>	<b>48,124,710</b>	<b>124,713</b>	<b>52,745,473</b>	<b>4,620,763</b>
<b>NT - NT Games - Int'l Games</b>							
MNT - Non-Game	0	0	0	0	0	0	0
MNT Events	10,844,743	10,771,433	10,545,000	14,481,744	3,936,744	20,414,455	5,932,711
MNT Team Expenses	3,767,875	2,227,362	0	614,633	614,633	0	(614,633)
WORLD CUP GAMES EXPENSE (NG-02)	0	0	0	328,003	328,003	0	(328,003)
Women's WC Team (WG-03)	0	0	0	0	0	4,454,374	4,454,374
WNT Events	14,612,481	12,032,466	9,354,500	10,349,954	995,454	18,503,582	8,153,628
INTERNATIONAL GAMES (I-07)	4,339,030	7,707,204	4,662,000	4,690,327	28,327	4,450,000	(240,327)
OPEN CUP REV(NONEVENT) (I-31)	999,962	1,501,411	1,266,400	1,316,430	50,030	1,250,450	(65,980)
WWC Qualifying (NT-08 Total)	0	0	0	0	0	0	0
Youth Qualifying Tourn (OT-15 Total)	0	0	0	0	0	0	0
Women's World Cup Qualifying	0	0	2,000,000	1,500,000	(500,000)	0	(1,500,000)
WNT Team Expenses	2,565	4,060	0	0	0	0	0
DNU PLAYER DEVELOPMENT- DESIGNATED	0	0	0	0	0	0	0
<b>Total NT - NT Games - Int'l Games</b>	<b>34,566,655</b>	<b>34,243,937</b>	<b>27,827,900</b>	<b>33,281,090</b>	<b>5,453,190</b>	<b>49,072,861</b>	<b>15,791,771</b>
<b>Coaching</b>							
COACHING (I-08)	0	0	0	0	0	0	0
Coaching Department (C)	2,857,245	3,306,559	3,429,000	3,258,730	(170,270)	3,936,000	677,270
<b>Total Coaching</b>	<b>2,857,245</b>	<b>3,306,559</b>	<b>3,429,000</b>	<b>3,258,730</b>	<b>(170,270)</b>	<b>3,936,000</b>	<b>677,270</b>
<b>Referee</b>	<b>3,154,018</b>	<b>2,733,269</b>	<b>3,230,000</b>	<b>2,865,697</b>	<b>(364,303)</b>	<b>2,933,023</b>	<b>67,326</b>
<b>Services</b>							
MEMBERSHIP SERVICES (I-17)	6,225	2,325	6,000	3,250	(2,750)	3,000	(250)
ANNUAL GENERAL MEETING (I-13)	0	0	0	0	0	0	0
<b>Total Services</b>	<b>6,225</b>	<b>2,325</b>	<b>6,000</b>	<b>3,250</b>	<b>(2,750)</b>	<b>3,000</b>	<b>(250)</b>
<b>Other Revenue</b>							
OTHER DESIGNATED REVENUE (I-97)	1,436,971	1,794,806	2,000,000	2,425,433	425,433	2,250,000	(175,433)
DEVELOPMENT ACADEMY (OT-16)	1,124,940	1,488,961	1,060,000	1,404,087	344,087	1,220,218	(183,869)
LEGAL DEPARTMENT (G-03)	41,468	24,697	16,000	8,000	(8,000)	8,000	0
MISCELLANEOUS (A-99)	1,490,813	1,905,300	2,251,200	2,811,254	560,054	2,063,700	(747,554)
Other National Teams	2,000	0	0	3,000	3,000	0	(3,000)
NATIONAL TRAINING CENTER (NTC01)	25	0	0	0	0	0	0
ABM BOD and Committees (V)	0	0	0	0	0	0	0
<b>Total Other Revenue</b>	<b>4,096,218</b>	<b>5,213,763</b>	<b>5,327,200</b>	<b>6,651,774</b>	<b>1,324,574</b>	<b>5,541,918</b>	<b>(1,109,856)</b>
<b>Total Operating Revenue</b>	<b>97,647,033</b>	<b>101,371,945</b>	<b>96,505,567</b>	<b>101,877,396</b>	<b>5,371,829</b>	<b>122,397,110</b>	<b>20,519,714</b>
Nike Equipment Allotment (NT-99)	3,177,732	3,412,546	3,531,250	3,531,250	0	3,400,000	(131,250)
Restricted Revenue (I-96)	0	0	0	0	0	0	0
Fund Raising - Restricted (G-05)	1,000,000	0	1,500,000	3,866,667	2,366,667	4,960,000	1,093,333
COPA America (S-04)	50,000,000	18,719,385	0	1,362,843	1,362,843	0	(1,362,843)
INTEREST INVESTMENT (I-14)	6,861,087	5,289,330	4,995,000	6,439,261	1,444,261	4,600,000	(1,839,261)

DESCRIPTION	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Projected	Variance	FY2020 Budget	Next Yr-Budget vs 2019-Project Variance
<b>Total Non-Operating Revenue</b>	61,038,819	27,421,261	10,026,250	15,200,021	5,173,771	12,960,000	(2,240,021)
<b>Total Revenue</b>	158,685,852	128,793,206	106,531,817	117,077,417	10,545,599	135,357,110	18,279,693

## AGM, BOD, Committees, and Elected Officials

## Total Operating Expense

DESCRIPTION	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Projected	Variance	FY2020 Budget	Next Yr-Budget vs 2019-Project Variance
<b>Annual General Meeting</b>							
ANNUAL GENERAL MEETING (M-02)	914,247	723,252	757,000	785,339	(28,339)	815,800	(30,461)
<b>Annual General Meeting</b>	<b>914,247</b>	<b>723,252</b>	<b>757,000</b>	<b>785,339</b>	<b>(28,339)</b>	<b>815,800</b>	<b>(30,461)</b>
<b>Board of Directors</b>							
NAT'L BOARD OF DIRS (V-05)	246,545	328,590	225,800	139,486	86,314	225,800	(86,314)
<b>Board of Directors</b>	<b>246,545</b>	<b>328,590</b>	<b>225,800</b>	<b>139,486</b>	<b>86,314</b>	<b>225,800</b>	<b>(86,314)</b>
<b>Committee Expenses</b>							
APPEALS COMMITTEE (V-06)	413	3,258	3,360	1,756	1,604	407	1,349
BUDGET COMMITTEE (V-07)	4,218	10	5,850	5,850	0	0	5,850
CREDENTIALS COMMITTEE (V-09)	518	1,360	400	400	0	354	47
YOUTH TASK FORCE (V-11)	0	0	9,400	21,131	(11,731)	25,000	(3,869)
HALL OF FAME (V-12)	60,164	88,149	147,500	158,067	(10,567)	445,796	(287,729)
MEDICAL ADVISORY COMMITTEE (V-16)	342,972	146,159	25,400	16,067	9,333	26,000	(9,933)
WOMEN'S DEVELOPMENT (V-19)	0	21	0	0	0	0	0
GRIEVANCE COMMITTEE (V-20)	5	942	0	0	0	0	0
GOVERNANCE (V-21)	112,523	0	100,000	50,000	50,000	50,000	0
INTERNATIONAL RELATIONS (V-23)	2,081	138	25,000	12,527	12,473	55	12,472
YOUTH COUNCIL (V-25)	156	0	0	0	0	0	0
DISABLED SOCCER COMMITTEE (V-26)	0	2,862	0	0	0	0	0
WOMEN'S TECHNICAL COMMITTEE (V-27)	3,077	0	13,500	0	13,500	0	0
TECHNICAL COMMITTEE (V-28)	627	0	0	0	0	0	0
WERNER FRICKER MEMORIAL TF (V-29)	0	12	0	0	0	0	0
PROFESSIONAL LEAGUE TASK FORCE (V-3)	64,583	215,911	180,000	235,618	(55,618)	240,000	(4,382)
ATHLETES COUNCIL (V-33)	0	16,524	0	2,376	(2,376)	5,000	(2,624)
MEMBERSHIP COMMITTEE (V-35)	24,930	0	12,500	562	11,938	0	562
FAN COUNCIL (V-36)	0	0	0	0	0	8,875	(8,875)
<b>Committees</b>	<b>616,267</b>	<b>475,346</b>	<b>522,910</b>	<b>504,355</b>	<b>18,555</b>	<b>801,487</b>	<b>(297,133)</b>
<b>Elected Official's Expenses</b>							
OFFICE OF THE PRESIDENT (V-01)	149,275	103,991	120,200	125,275	(5,075)	150,000	(24,725)
OFFICE OF THE V. P. (V-02)	97,555	36,252	42,600	0	42,600	25,000	(25,000)
<b>Elected Officials</b>	<b>246,830</b>	<b>140,242</b>	<b>162,800</b>	<b>125,275</b>	<b>37,525</b>	<b>175,000</b>	<b>(49,725)</b>
<b>Special/Other Meetings</b>							
ATHLETE'S MEETING (S-18)	3,165	0	15,000	2,500	12,500	14,500	(12,000)
<b>Special/Other Meetings</b>	<b>3,165</b>	<b>0</b>	<b>15,000</b>	<b>2,500</b>	<b>12,500</b>	<b>14,500</b>	<b>(12,000)</b>
<b>AGM, BOD, and Committees</b>	<b>2,027,053</b>	<b>1,667,430</b>	<b>1,683,510</b>	<b>1,556,954</b>	<b>126,556</b>	<b>2,032,587</b>	<b>(475,633)</b>

## General and Administration

## Total Operating Expense

DESCRIPTION	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Projected	Variance	FY2020 Budget	Next Yr-Budget vs 2019-Project Variance
<b>General and Administrative</b>							
NATIONAL OFFICE (A-01)	1,848,680	1,500,522	1,495,856	1,341,602	154,254	757,203	584,399
FINANCE (A-02)	692,143	664,351	971,447	551,229	420,218	680,678	(129,449)
COMMUNICATIONS (A-03)	917,775	1,255,558	1,407,515	1,075,989	331,525	1,167,137	(91,148)
TECHNOLOGY (A-04 TOTAL)	2,749,032	3,142,385	4,661,823	4,834,608	(172,785)	4,221,374	613,235
TALENT HR (A-05)	427,425	1,186,765	1,384,608	1,549,527	(164,919)	1,481,037	68,490
MEMBER PROGRAMS (A-06)	415,412	657,786	488,619	586,032	(97,413)	861,386	(275,354)
PUBLICATIONS (A-07)	20,247	27,782	35,000	25,053	9,947	31,221	(6,167)
CERTIFIED AUDIT/TAXES (A-08)	72,000	77,000	78,000	84,000	(6,000)	90,000	(6,000)
INTERNATIONAL RELATIONS (A-11)	0	0	0	0	0	389,098	(389,098)
MISCELLANEOUS (A-99)	(9,429)	29,915	36,000	78,826	(42,826)	11,726	67,100
<b>Administration</b>	<b>7,133,286</b>	<b>8,542,063</b>	<b>10,558,867</b>	<b>10,126,867</b>	<b>432,001</b>	<b>9,690,860</b>	<b>436,007</b>
<b>General Management</b>							
SECRETARY GENERAL (G-01)	1,390,054	1,622,324	1,578,680	1,564,423	14,256	1,134,268	430,155
GIFTS TEAM/PROTOCOL (G-02)	7,348	15,095	6,000	14,862	(8,862)	13,081	1,781
LEGAL DEPARTMENT (G-03)	566,652	729,315	1,051,646	749,712	301,934	972,154	(222,442)
OUTSIDE LEGAL FEES (G-04)	2,580,968	2,998,087	3,000,000	2,949,649	50,351	3,000,021	(50,372)
DEVELOPMENT TOTAL (G-05 TOTAL)	901,542	629,049	1,561,974	683,195	878,779	1,755,821	(1,072,626)
<b>General Management</b>	<b>5,446,563</b>	<b>5,993,870</b>	<b>7,198,299</b>	<b>5,961,841</b>	<b>1,236,458</b>	<b>6,875,345</b>	<b>(913,504)</b>
<b>Other Expense</b>							
INTERNATIONAL GAMES (I-07)	1,823,752	3,051,321	1,000,000	1,976,077	(976,077)	1,950,000	26,077
INSURANCE (S-02)	862,500	990,568	996,500	840,000	156,500	885,000	(45,000)
RETIREMENT BENEFIT (S-03)	32,291	53,153	58,000	32,619	25,381	32,000	619
<b>Other General and Administrative</b>	<b>2,718,543</b>	<b>4,095,043</b>	<b>2,054,500</b>	<b>2,848,695</b>	<b>(794,195)</b>	<b>2,867,000</b>	<b>(18,305)</b>
<b>General and Administration</b>	<b>15,298,392</b>	<b>18,630,976</b>	<b>19,811,666</b>	<b>18,937,403</b>	<b>874,263</b>	<b>19,433,205</b>	<b>(495,802)</b>
<b>UNDISTRIBUTED AIRFARE (S-07)</b>	<b>(101,689)</b>	<b>102,921</b>	<b>0</b>	<b>202,194</b>	<b>(202,194)</b>	<b>0</b>	<b>202,194</b>
<b>YEAR END ADJUSTMENTS (Z-99)</b>	<b>270,571</b>	<b>249,333</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



DESCRIPTION	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Projected	Variance	FY2020 Budget	Next Yr-Budget vs 2019-Project Variance
<b>National Teams Administration</b>							
MEN'S NATL TEAM ADMIN (NT-01)	267,268	406,216	247,834	845,473	(597,639)	1,217,257	(371,784)
NT COACHING STAFF (NT-04)	6,040,475	2,733,348	3,301,849	2,039,078	1,262,771	3,566,603	(1,527,525)
WOMEN'S NATL TEAM ADMIN (OT-09)	161,250	226,637	112,639	106,534	6,105	615,580	(509,045)
<b>National Teams Administration</b>	<b>6,468,993</b>	<b>3,366,201</b>	<b>3,662,322</b>	<b>2,991,085</b>	<b>671,237</b>	<b>5,399,439</b>	<b>(2,408,354)</b>
<b>National Teams Events</b>							
EVENT MANAGEMENT (NT-07)	580,771	810,339	851,080	1,142,207	(291,127)	944,077	198,130
<b>National Teams Events</b>	<b>580,771</b>	<b>810,339</b>	<b>851,080</b>	<b>1,142,207</b>	<b>(291,127)</b>	<b>944,077</b>	<b>198,130</b>
<b>Women's World Cup Expenses</b>							
Women's WC Team (WG-03)	0	0	0	0	0	7,305,252	(7,305,252)
Women's WC Non-Team Expenses (WG-03A)	0	0	0	0	0	3,277,000	(3,277,000)
<b>Women's World Cup</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,582,252</b>	<b>(10,582,252)</b>
<b>Men's World Cup Expenses</b>							
WORLD CUP GAMES EXPENSE (NG-02)	0	2,911	0	331,994	(331,994)	0	331,994
<b>Men's World Cup</b>	<b>0</b>	<b>2,911</b>	<b>0</b>	<b>331,994</b>	<b>(331,994)</b>	<b>0</b>	<b>331,994</b>
<b>Open Cup</b>							
OPEN CUP (S-31)	922,519	1,138,863	1,365,000	1,367,640	(2,640)	1,396,944	(29,304)
<b>Open Cup</b>	<b>922,519</b>	<b>1,138,863</b>	<b>1,365,000</b>	<b>1,367,640</b>	<b>(2,640)</b>	<b>1,396,944</b>	<b>(29,304)</b>
<b>NWSL</b>							
NWSL (NT-10)	2,390,703	1,663,430	868,300	811,726	56,574	795,344	16,382
<b>NWSL</b>	<b>2,390,703</b>	<b>1,663,430</b>	<b>868,300</b>	<b>811,726</b>	<b>56,574</b>	<b>795,344</b>	<b>16,382</b>
<b>Men's National Team Game Expense</b>							
MNT Events	3,725,172	3,615,330	3,064,308	9,120,887	(6,056,579)	9,777,107	(656,220)
MNT Team Expenses	11,552,145	10,010,657	7,268,671	6,259,491	1,009,180	11,137,190	(4,877,699)
MNT - Non-Game	717,690	482,336	465,744	450,318	15,426	517,202	(66,884)
<b>Men's National Team Games</b>	<b>15,995,008</b>	<b>14,108,323</b>	<b>10,798,723</b>	<b>15,830,696</b>	<b>(5,031,973)</b>	<b>21,431,499</b>	<b>(5,600,803)</b>
<b>Women's National Team Game Expense</b>							
WNT Non-Game	3,577,770	5,539,057	4,175,938	4,499,571	(323,633)	4,792,890	(293,319)
WNT Events	5,410,548	5,691,235	4,254,223	4,571,100	(316,877)	6,606,808	(2,035,709)
WNT Team Expenses	4,561,667	5,377,838	5,762,010	7,031,595	(1,269,585)	9,401,557	(2,369,962)
<b>Women's National Team Games</b>	<b>13,549,986</b>	<b>16,608,131</b>	<b>14,192,171</b>	<b>16,102,266</b>	<b>(1,910,095)</b>	<b>20,801,255</b>	<b>(4,698,990)</b>
<b>Women's World Cup Qualifying</b>							
Women's World Cup Qualifying (WE-02 TOTAL)	0	0	1,700,000	900,000	800,000	0	900,000
<b>Women's World Cup Qualifying</b>	<b>0</b>	<b>0</b>	<b>1,700,000</b>	<b>900,000</b>	<b>800,000</b>	<b>0</b>	<b>900,000</b>
<b>Other National Teams</b>							
FUTSAL (NT-02 Total)	127,690	0	581,092	73,563	507,529	0	73,563
Paralympic National Team (NT-03 Total)	858,399	1,156,779	1,180,844	1,329,126	(148,281)	0	1,329,126
Beach Soccer National Team (NT-05 Total)	651,483	134,622	509,915	506,421	3,494	0	506,421
<b>Other National Teams</b>	<b>1,637,573</b>	<b>1,291,401</b>	<b>2,271,851</b>	<b>1,909,110</b>	<b>362,741</b>	<b>0</b>	<b>1,909,110</b>
<b>Extended National Teams</b>							
ENT Operations (ENT01)	0	0	0	0	0	397,201	(397,201)
Futsal (ENT02 Total)	0	0	0	0	0	416,348	(416,348)
Paralympic (ENT03 Total)	0	0	0	0	0	440,531	(440,531)
Beach (ENT04 Total)	0	0	0	0	0	377,195	(377,195)
<b>Extended National Teams</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,631,274</b>	<b>(1,631,274)</b>
<b>Non-Cash Expense</b>							
NIKE ALLOTMENT (NT-99)	0	3,412,546	0	0	0	0	0
<b>Non-Cash Expense</b>	<b>0</b>	<b>3,412,546</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>National Teams</b>	<b>41,545,552</b>	<b>42,402,146</b>	<b>35,709,447</b>	<b>41,386,724</b>	<b>(5,677,277)</b>	<b>61,350,811</b>	<b>(19,964,087)</b>
<b>Non-Cash Expense</b>							
NIKE ALLOTMENT (NT-99)	3,177,732	0	3,531,250	3,531,250	0	3,400,000	131,250
<b>Total National Teams Expense</b>	<b>44,723,284</b>	<b>42,402,146</b>	<b>39,240,697</b>	<b>44,917,974</b>	<b>(5,677,277)</b>	<b>64,750,811</b>	<b>(19,832,837)</b>

## Player Development Operating Expense

DESCRIPTION	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Projected	Variance	FY2020 Budget	Next Yr-Budget vs 2019-Project Variance
<b>Youth Teams</b>							
OLYMPIC TEAMS ADMIN (OT-01)	1,081,057	1,035,653	939,209	1,332,191	(392,983)	163,021	1,169,170
Youth Team National Staff Coaches (OT-02 TO	1,838,066	2,315,469	2,190,265	1,840,205	350,060	1,768,935	71,270
<b>Youth Teams</b>	<b>2,919,124</b>	<b>3,351,121</b>	<b>3,129,473</b>	<b>3,172,397</b>	<b>(42,923)</b>	<b>1,931,956</b>	<b>1,240,441</b>
<b>Men's Teams</b>							
U-14 Boys (OT-20)	217,670	472,916	324,671	384,789	(60,118)	755,864	(371,075)
U-15 Boys (OT-10)	550,615	394,868	597,861	641,318	(43,457)	546,646	94,672
U-16 Boys (OT-24)	678,080	517,099	616,280	609,934	6,346	600,108	9,826
U-17 Men (OT-03)	2,901,251	2,305,768	881,782	789,658	92,124	1,005,537	(215,879)
U-18 Men (OT-11)	494,241	876,048	792,821	543,259	249,562	505,072	38,187
U-19 Men (OT-25)	712,443	143,619	635,120	439,306	195,814	351,602	87,704
U-20 Men (OT-04)	1,285,891	1,013,979	993,572	1,373,792	(380,219)	802,408	571,384
U-23 Men (OT-05)	104,647	123	703,387	387,435	315,952	687,264	(299,829)
<b>Men's Teams</b>	<b>6,944,839</b>	<b>5,724,422</b>	<b>5,545,494</b>	<b>5,169,490</b>	<b>376,004</b>	<b>5,254,500</b>	<b>(85,010)</b>
<b>Women's Teams</b>							
U-14 Girls (OT-21)	343,076	295,894	310,919	615,275	(304,356)	405,803	209,472
U-15 Girls (OT-06)	467,530	687,990	343,774	334,376	9,397	522,808	(188,432)
U-16 Girls (OT-26)	542,739	741,753	721,497	547,948	173,549	862,309	(314,361)
U-17 Women (OT-12)	948,932	1,896,746	1,043,844	1,544,572	(500,727)	710,375	834,196
U-18 Women (OT-13)	633,604	673,809	657,887	601,422	56,465	602,850	(1,428)
U-19 Women (OT-27)	367,223	691,551	397,316	430,534	(33,218)	503,872	(73,339)
U-20 Women (OT-07)	1,453,569	1,308,585	1,062,198	1,583,421	(521,224)	750,158	833,263
U-23 Women (OT-08)	640,147	796,544	462,786	505,469	(42,683)	430,923	74,545
<b>Women's Teams</b>	<b>5,396,822</b>	<b>7,092,872</b>	<b>5,000,220</b>	<b>6,163,015</b>	<b>(1,162,796)</b>	<b>4,789,099</b>	<b>1,373,917</b>
<b>Program Performance</b>							
Sports Medicine (OT-28B Total)	355,016	915,034	1,665,276	958,323	706,953	1,876,694	(918,371)
High Performance Admin (OT-28D Total)	728,407	610,727	761,494	461,866	299,628	572,430	(110,564)
SPORTS SCIENCE (OT-28A)	0	(57,607)	2,408,561	1,543,862	864,699	1,906,318	(362,455)
PERFORMANCE ANALYSIS (OT-28C)	0	0	1,255,717	602,565	653,152	694,079	(91,514)
RECOGNIZE TO RECOVER (OT28R)	0	0	0	0	0	69,300	(69,300)
<b>High Performance</b>	<b>1,083,423</b>	<b>1,468,154</b>	<b>6,091,048</b>	<b>3,566,617</b>	<b>2,524,432</b>	<b>5,118,820</b>	<b>(1,552,204)</b>
<b>Development Programs</b>							
CLUB DEVELOPMENT (OT-22)	1,267,677	2,519,002	3,062,427	2,714,514	347,913	2,080,001	634,513
TECHNICAL DEVELOPMENT (OT-18)	1,159,158	1,620,421	1,399,000	1,654,921	(255,921)	1,500,904	154,017
MEN'S SCOUTING (OT-19)	990,943	916,171	952,325	914,747	37,577	1,075,865	(161,118)
WOMEN'S SCOUTING (OT-17)	485,331	195,512	486,818	261,818	225,000	902,520	(640,702)
Development Academy (OT-16 TOTAL)	4,776,386	6,570,746	7,969,859	8,735,637	(765,778)	7,199,415	1,536,222
<b>Development Programs</b>	<b>8,679,495</b>	<b>11,821,852</b>	<b>13,870,429</b>	<b>14,281,637</b>	<b>(411,209)</b>	<b>12,758,705</b>	<b>1,522,933</b>
<b>Total Player Development</b>	<b>25,023,703</b>	<b>29,458,421</b>	<b>33,636,664</b>	<b>32,353,156</b>	<b>1,283,508</b>	<b>29,853,080</b>	<b>2,500,076</b>
Equipment Management	0	0	0	0	0	606,589	(606,589)
<b>NATIONAL TRAINING CENTER (NTC01)</b>	<b>634,883</b>	<b>526,403</b>	<b>459,600</b>	<b>535,091</b>	<b>(75,491)</b>	<b>449,739</b>	<b>85,352</b>

## Referee, Coaching and Marketing

## Total Operating Expense

DESCRIPTION	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Projected	Variance	FY2020 Budget	Next Yr-Budget vs 2019-Project Variance
<b>Referee Department</b>							
Referee Department (R-01 TOTAL)	608,218	858,763	658,282	584,333	73,949	485,614	98,719
Referee Instructor Management (R-03 TOTAL)	400,733	583,241	933,842	955,083	(21,241)	968,413	(13,329)
Referee Education (R-04 TOTAL)	630,119	419,061	1,260,418	603,897	656,521	286,033	317,864
PRO (R-05)	1,998,349	1,575,739	1,500,000	1,537,857	(37,857)	2,000,000	(462,143)
<b>Referee Department</b>	<b>3,637,419</b>	<b>3,436,804</b>	<b>4,352,543</b>	<b>3,681,170</b>	<b>671,373</b>	<b>3,740,060</b>	<b>(58,890)</b>
Referee Department Total	3,637,419	3,436,804	4,352,543	3,681,170	(671,373)	3,740,060	58,890
<b>Coaching Department</b>							
NATIONAL COACHING STAFF (C-01)	1,566,006	2,172,370	2,669,054	2,549,386	119,668	2,516,457	32,929
Technical Advisors (C-02 TOTAL)	0	66,400	0	0	0	0	0
Digital Coaching Center (prev CoachesNet) (C-COACHING KANSAS CITY (C-04)	8,761	15,000	0	0	0	0	0
Coaching School (C-05 TOTAL)	2,393,699	3,182,007	3,120,822	4,146,897	(1,026,075)	5,636,813	(1,489,917)
Coach Development (prev Continuing Ed) (C-11)	278,783	627,283	475,960	529,993	(54,033)	299,663	230,330
Miscellaneous (prev Educational Tools) (C-13)	415,000	314,268	1,360,000	1,200,500	159,500	850,000	350,500
<b>Coaching Department</b>	<b>4,662,249</b>	<b>6,484,954</b>	<b>7,625,836</b>	<b>9,030,928</b>	<b>(1,405,092)</b>	<b>9,735,956</b>	<b>(705,028)</b>
<b>Marketing Department</b>							
Federation Services (M-05)	668,993	563,640	556,251	575,027	(18,776)	575,000	27
Sponsor Services (M-06)	2,318,643	2,330,961	3,641,067	3,613,137	27,929	725,700	2,887,438
Brand (M-06B)	0	4,374	0	327,920	(327,920)	824,019	(496,099)
Corporate Partnerships (M-06C)	0	0	0	0	0	622,023	(622,023)
Fan Experience (prev M-08B) (M-06F)	0	0	0	52,500	(52,500)	391,250	(338,750)
Licensing (M-06L)	0	0	0	0	0	10,850	(10,850)
Retail (M-06R)	0	0	0	0	0	335,607	(335,607)
TV Broadcast (M-06T)	0	0	0	0	0	12,850	(12,850)
New Media Production (M-07)	1,249,192	1,100,746	1,461,145	1,315,841	145,305	1,294,320	21,521
Member Programs (M-08B)	48,299	601	165,000	50,431	114,569	0	50,431
Analytics (M-09)	259,692	855,622	1,299,104	1,269,363	29,741	1,661,515	(392,152)
Digital Revamp (M-11)	0	0	0	579,090	(579,090)	1,373,994	(794,904)
Retail Web Store (M-10)	342,931	350,000	500,000	558,712	58,712	1,005,473	446,761
Marketing Department Total	4,887,749	5,205,943	7,622,567	8,342,022	719,455	8,832,601	490,579





# **ANNUAL GENERAL MEETING**

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**2019 | SCOTTSDALE**

## **Section V**

### **Membership Applications**

<b>Membership Applicant</b>	<b>Page Numbers</b>
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U.S. Youth Futsal	153 - 196
United States Association of Blind Athletes	197 - 226





# **ANNUAL GENERAL MEETING**

**2019 | SCOTTSDALE**

## **Asociacion Nacional Futbol En EU**

**The membership application for Asociacion Nacional Futbol En EU has been provisionally approved by the U.S. Soccer Board of Directors.**



National Association Soccer in US

[www.anfeeu.com](http://www.anfeeu.com)

Anfeeu.Tel:609271-8971

10/12/2017

ANFEEU

179 South Main St

Pleasantville NJ

08232

TO: President: Sunil K. Gulati

*The organization of the National Association Fútbol in the United States, "ANFEEU" sends this second letter to the board of directors of the United States Fútbol Federation for the purpose of requesting acceptance of the membership of Afeeu as "ANOTHER AFFILLATE". "Anfeeu is a Multicultural Hispanic Amateur Fútbol organization that runs Fútbol programs in 6 different states,*

*Anfeeu. As its name says, "Asociación Nacional de Fútbol en US" is a non-profit, multicultural Hispanic Organization with members from 17 different nationalities from the 6 different states of Delaware, Maryland, Pennsylvania, New Jersey, New York, Virginia.*

*Anfeeu, was founded on 07/17/2014 this Organization began with the purpose of lending all registered members to Anfeeu, (leagues, Teams, Players, Both sexes), and that are NOT registered to No Fútbol Organization at the National Level, the various services related to Fútbol in a organized, professional and secure manner, applying the rules of Fútbol established by FIFA, and the United States Fútbol Federation, free of discrimination, in any form, social, ethnic, racial, religious, etc. Our purpose is to be able to continue working with Young and Adult, Children of Both Sexes, using different programs through Fútbol, to teach with Discipline a Better Lifestyle and to avoid school dropout, Obesity, and unhealthy lifestyle where highlights the lack of physical activity*

*Offer members, children, youth and adults, whose qualities, abilities and sports skills allow them to integrate into the representative teams, attention, orientation, promotion and integral development, guaranteeing a high level of sports performance, as well as providing them with the best conditions participation in regional, state, and national competencies.*

ATT:

PRESIDENTE: ISAIAS GÓMEZ

*Directiva: Presidente Ejecut: Isaias Gómez, Vice pdnt: Hugo Casasola, Director técnico Profesional: David Funes, Director: Educación Física Luis B Ayala. Asignado de Árbitros: Luis Díaz, Publicidad: Abiezer o Melgar. director comité Disciplinario: José Miguel Carbone. Director Estatal Freddy Guerrero*

[www.Anfeeu.com](http://www.Anfeeu.com)





National Association Soccer in US

[www.anfeeu.com](http://www.anfeeu.com)

10/12/2017

ANFEEU

129 South Main St

Pleasantville NJ

08232

TO: Secretary General Dan Flynn

The organization of "Anfeeu" Asociación Nacional de Fútbol en US, , sends this letter to the board of the United States Fútbol Federation for the purpose of requesting to be Accepted the Membership of Anfeeu as "ANOTHER AFFILIATE" Anfeeu is a Multicultural Hispanic Amateur Fútbol Organization that carries out Fútbol programs in 6 different States.

Anfeeu. As its name says, "Asociación Nacional de Fútbol en US" is a non-profit, multicultural Hispanic Organization with members from 17 different nationalities from the 6 different states of Delaware, Maryland, Pennsylvania, New Jersey, New York, Virginia.

Anfeeu, was founded on 07/17/2014 this Organization began with the purpose of providing to all registered members to Anfeeu, (leagues, Teams, Players, Both sexes, and that are NOT registered to No Fútbol Organization to National level), different services related to Fútbol, in an organized, professional and safe manner, applying the rules of Fútbol established by FIFA, and the United States Fútbol Federation, free of discrimination, in any form, social, ethnic, racial, religious, etc.

Our purpose is to be able to continue working with Young and Adult, Children of Both Sexes, using different programs through Fútbol , to teach with Discipline a Better Lifestyle and to avoid school dropout, Obesity, and unhealthy lifestyle where highlights the lack of physical activity

Offer members, children, youth and adults, whose qualities, abilities and sports skills allow them to integrate into the representative teams, attention, orientation, promotion and integral development, guaranteeing a high level of sports performance, as well as providing them with the best conditions participation in regional, state, and national competencies.

ATT:

  
PRESIDENTE: ISAIAS GÓMEZ

Directiva: Presidente Ejecut: Isaias Gómez, Vice pdnt: Hugo Casasola, Director técnico Profesional: David Funes, Director: Educación Física Luis B Ayala, Asignado de Árbitros: Luis Díaz, Publicidad: Abiezer o Melgar, director comité Disciplinario: José Miguel Carbone. Director Estatal Fredy Guerrero

[www.Anfeeu.com](http://www.Anfeeu.com)

Date of this notice: 07-17-2014

Employer Identification Number:  
47-1366536

Form: SS-4

Number of this notice: CP 575 E

ASOCIACION NACIONAL DE FUTBOL-EU  
NON PROFIT  
129 S MAIN ST  
PLEASANTVILLE, NJ 08232

For assistance you may call us at:  
1-800-829-4933

IF YOU WRITE, ATTACH THE  
STUB AT THE END OF THIS NOTICE.

WE ASSIGNED YOU AN EMPLOYER IDENTIFICATION NUMBER

Thank you for applying for an Employer Identification Number (EIN). We assigned you EIN 47-1366536. This EIN will identify you, your business accounts, tax returns, and documents, even if you have no employees. Please keep this notice in your permanent records.

When filing tax documents, payments, and related correspondence, it's very important that you use your EIN along with your complete name and address exactly as shown above. Any variation may cause a delay in processing, result in incorrect information in your account, or even cause you to be assigned more than one EIN. If the information shown above isn't correct, please send us the correction using the attached tear-off stub.

Annual filing requirements

Most organizations with an EIN have an annual filing requirement, even if they engage in minimal or no activity.

A. If you are tax exempt, you may be required to file one of the following returns or notices:

- Form 990, Return of Organization Exempt From Income Tax
- Form 990-EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-PF, Return of Private Foundation
- Form 990-N, e-Postcard (available online only)

Additionally, you may be required to file your annual return electronically.

If an organization required to file a Form 990, Form 990-PF, Form 990-EZ, or Form 990-N does not do so for three consecutive years, its tax-exempt status is automatically revoked as of the due date of the third return or notice.

Please refer to [www.irs.gov/990filing](http://www.irs.gov/990filing) for the most current information on your filing requirements.

B. If you are not tax-exempt, you may be required to file one of the following returns:

- Form 1120, U.S. Corporation Income Tax Return
- Form 1041, U.S. Income Tax Return for Estates and Trusts
- Form 1065, U.S. Return of Partnership Income

Please refer to Publication 1635, Understanding Your EIN, for more information about which forms you may be required to file.

NEW JERSEY DEPARTMENT OF THE TREASURY  
DIVISION OF REVENUE AND ENTERPRISE SERVICES

CERTIFICATE OF INC, (NON PROFIT)

ASOCIACION NACIONAL DE FUTBOLE.U A NJ NONPROFIT CORPORATION

0400673900

The above-named DOMESTIC NON-PROFIT CORPORATION was duly filed in accordance with New Jersey state law on 07/17/2014 and was assigned identification number 0400673900. Following are the articles that constitute its original certificate.

1. Name:

ASOCIACION NACIONAL DE FUTBOL.EU A NJ NONPROFIT CORPORATION

2. Registered Agent:

ISAIAS G PATARROYO

3. Registered Office:

129 S MAIN ST  
PLEASANTVILLE , NJ 08232

4. Business Purpose:

Promote Amateur Soccer at the national level

5. Effective Date of this Filing is:

07/17/2014

6. Qualification as set forth herein:

AS SET FORTH IN THE BYLAWS

7. Rights and Limitations of members if not previously addressed:

AS SET FORTH IN THE BYLAWS

8. Method of electing Trustees as set forth herein:

AS SET FORTH IN THE BYLAWS

9. Asset Distribution:

AS SET FORTH IN THE BYLAWS

10. First Board of Trustees:

ISAIAS G PATARROYO  
129 S MAIN ST  
PLEASANTVILLE , NJ 08232  
JOSE ALI VELAZQUEZ ESCOBAR  
306 N 37TH ST  
CAMDEN, NJ 08110  
HUGO CASASOLA  
6135 TACKAWANNA ST  
PHILADELPHIA, PA 19135

11. Incorporators:

JOSE VELAZQUEZ  
306 N 37TH ST  
CAMDEN, NJ 08110

12. Additional Articles/Provisions:

**STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY  
DIVISION OF REVENUE AND ENTERPRISE SERVICES  
FILING CERTIFICATION (CERTIFIED COPY)**

**ASOCIACION NACIONAL DE FUTBOLEU A NJ NONPROFIT CORPORATION  
0400673900**

I, the Treasurer of the State of New Jersey, do hereby certify, that the above-named did file and record in this department the below listed document(s) and that the foregoing is a true copy of the formation certificate as the same is taken from and compared with the original(s) filed in this office on the date set forth on each instrument and now remaining on file and of record in my office.



Certification# 132921792

Verify this certificate at  
[https://www1.state.nj.us/TYTR\\_StandingCert/JSP/Verify\\_Cert.jsp](https://www1.state.nj.us/TYTR_StandingCert/JSP/Verify_Cert.jsp)

*IN TESTIMONY WHEREOF, I have  
hereunto set my hand and affixed my  
Official Seal at Trenton, this  
17th day of July, 2014*

*Andrew P Sidamon-Eristoff  
State Treasurer*

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY  
DIVISION OF REVENUE AND ENTERPRISE SERVICES  
SHORT FORM STANDING

ASOCIACION NACIONAL DE FUTBOL.EU A NJ NONPROFIT CORPORATION  
0400673900

*I, the Treasurer of the State of New Jersey, do hereby certify that the above-named Non Profit Corporation was registered by this office on July 17, 2014.*

*As of the date of this certificate, said business continues as an active business in good standing in the State of New Jersey, and its Annual Reports are current.*

*I further certify that the registered agent and registered office are:*

*Isaias G Patarroyo  
129 S Main St  
Pleasantville , NJ 08232*



Certification# 132921792

*IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal at Trenton, this 17th day of July, 2014*

*Andrew P Sidamon-Eristoff  
State Treasurer*

Verify this certificate at  
[https://www1.state.nj.us/TYTR\\_StandingCcert/JSP/Verify\\_Cert.jsp](https://www1.state.nj.us/TYTR_StandingCcert/JSP/Verify_Cert.jsp)



National Association Soccer in US  
[www.anfeeu.com](http://www.anfeeu.com)  
"ASOCIACION NACIONAL DE FÚTBOL EN US"

**07/17/2014**

*Organization:*

*Organization of Amateur Hispanic Soccer Multicultural Non-Profit, whose main objective is to work with the Community, to promote football in accordance with what is established by FIFA regulations, This Project is short medium and long term.*

*Maintain harmony, unity, integration through the sport of football, and also disapprove of all teaching, method, or anti-disciplinary behavior, striving to maintain the unity of the different leagues in the 6 states that comprise it; leagues with many Years of existing that for different reasons have not been able to emerge in the United States Soccer, leagues of Soccer that are not Inscribed, to No Organization at National Level in the United States and that Organized we can be fully United in Participation , Enrolling in the United States Football Federation, as Other Affiliate "Other Affiliate*

*Objective:*

*To offer all its partners, Our Services, with attention, orientation, promotion and integral development, guaranteeing a high level of sports performance, as well as providing the best conditions for participation in state, regional and national competitions and for those Players whose qualities, abilities and abilities allow them to integrate into the representative teams, such as the Anfeeu Selection, to compete in all the different National Tournaments in the United States Mission:*

*Mission:*

*To contribute to the integral training of players, making sports culture, through Football elements that favor the development of values, such as honesty, loyalty, self care, discipline, personal improvement, teamwork, respect and meaning of identity, with your community, your state and your country*

*Vision*

*Our realistic and coherent vision would be to achieve leadership in the participation of Our Players in Professional Teams so that the Players have the best physical and technical preparation for better results. Also, as an important part in the integral development in their community, affecting their quality of life*

*Our Colors: Blue, Red, White, and Five Stars, Illuminating This Great Organization*

*Directiva: Presidente Eje: Isaías Gómez, Vice presi: Hugo Casasola, Director técnico Profesional de la Selección: David Funes, Director técnico Profesional en Educación Física. Luis B Ayala, Asignador de Árbitros: Luis Días, Director comité de Disciplina: José Miguel Carbonel, Director Estatal Fredy Gurrero.*

[www.Anfeeu.com](http://www.Anfeeu.com)



ANFEEU  
ASOCIACION NACIONAL FUTBOL EN US  
WWW.ANFEEU.COM

*The Board of Directors of Anfeeu provides that the Representation of a State Director shall be assigned: As State Director of Anfeeu, the person representing the Organization of Anfeeu shall be appointed in any state of the United States, shall act in the name and benefit of The Organization, and its Main Objective will be:*

- 1) The State Director will organize its Work Committee that will represent Anfeeu,*
- 2) Work with the community in the state it represents to promote Soccer, According to the Established by the Anfeeu regulations that are Based on those of FIFA, Maintaining Harmony, Unity, Integration through Football, disapproving, all method teaching, or anti-disciplinary conduct striving to Maintain the Different Football Leagues United in Participation. Anfeeu Multicultural Organization without Profit, has as a fundamental principle to work with all communities, NOT Exclude from Participating in, or denied the benefits of, or will be discriminated against due to Race, Color, Origin or National, in any program o Benefit of the Organization of Anfeeu, Promoting Football.*
- 3) Motivating the development, the State Directorate will act as the legal representative of Anfeeu and its Maximum Administrative Authority of Soccer.*
- 4) The State Director must summon, preside and close the sessions, (meetings) of all the Soccer Leagues written in the State To Which He Represents.*
- 5) It has the responsibility to execute all the agreements that are made against the Anfeeu Directive, promulgate and dispose of its publication.*
- 6) Must propose and submit to the approval of the Directive different projects and agreements to improve quality, and the development of football with the best investment programs.*
- 7) Has the Obligation to Defend and protect all the rights and interests of the Anfeeu Organization and its Soccer programs.*
- 8) It is necessary to carry out the Football tournaments and agreements necessary for the correct Exercise of all the Functions of ANFEEU.*
- 9) It must resolve, in Last Administrative Room, the Matters of its Competence, in agreement with the unique text of Administrative Procedures of ANFEEU.*

*Board: Executive President: Isaías Gómez, Vice President: Hugo Casasola, Professional Coach Director of the National Team: David Funes, Director: Physical Education Luis B Ayala, Referee Assigner: Luis Días, Publicity: Abiezer or Melgar. Tesorero: Public Accountant Ricardo Rogeles , State Representation: Fredy Guerrero.*

[www.Anfeeu.com](http://www.Anfeeu.com)



**National Association Soccer in US**  
129 South Main St Pleasantville N.J. 08232  
**Tel:(609) 271-8971- Fax: (609) 677-1887**  
[www.anfeeu.com](http://www.anfeeu.com)

07/17/201

*Leagues Tournament.*

*Game system of each League.*

*the Tournament of Leagues. In each of the leagues Registered to open first and second division, This system has as main objective to have more competitive tournaments, will be a champion of each of the categories, the champion of the Second Division will rise to the first and last of the First will descend to second division,*

*Champion First Division League\**

*Second Division Champion League\**

*Interligas State Tournament \*\**

*The highlight of this Interligas Tournament is that the champions of each of the categories, first and second division of each league, will compete with the Champions of the other leagues of the same state, from where the State champion will emerge. First and Second Division.*

*Cup State Champion First Division \*\**

*Cup State Champion Second Division \*\**

*Premier Anfeeu \*\*\**

*Tournament The First and Second Division State Champions Teams will play the ANFEEU Tournament, an Interstate Tournament called "ANFEEU 5 STARS" Champion Anfeeu*

*Cup Interstate First Division \*\*\**

*Cup Anfeeu Interstate Second Division \*\*\**

*The champions, First and Second Division of the ANFEEU 5-Star Cup, in each of their categories may represent ANFEEU National Level. In Inter Club Tournaments, in their different Categories.*

#### **ANFEEU NATIONAL SELECTION**

*Of all Interstate Level Teams registered with Anfeeu, the best Players will be selected with the approval of the club and the League, from where the Player belongs, so that he can represent the ANFEEU National Selection, in the Tournaments such as Lamar Hunt US Open Cup. Anfeeu will give all the support that the Player needs so that he can play with the ANFEEU Selection*

*Directiva: Presidente Ejecutivo: Isaías Gómez, Vicepresidente: Hugo Casasola, Director técnico Profesional de la Selección: David Funes, Director: Educación Física Luis B Ayala, Asignador de Árbitros: Luis Díaz, Publicidad: Abiezer o Melgar. Tesorero: Contador Publico Ricardo Rogeles. Representante Estatal Fredy Guerrero*

[www.Anfeeu.com](http://www.Anfeeu.com)





ANFEEU  
ASOCIACION NACIONAL FUTBOL EN US  
[WWW.ANFEEU.COM](http://WWW.ANFEEU.COM)

**Player letter of responsibility**

Date: \_\_\_\_\_

FIRST NAME \_\_\_\_\_ LAST NAME \_\_\_\_\_

Street address: \_\_\_\_\_ CITY \_\_\_\_\_

state: \_\_\_\_\_ Code \_\_\_\_\_ e-mail \_\_\_\_\_

Tel: \_\_\_\_\_ Ofc.: \_\_\_\_\_ Móvil: \_\_\_\_\_

Birthdate \_\_\_\_\_

I \_\_\_\_\_ Through this document, I promise to take responsibility, respect and comply with the schedules, keep a good discipline and the regulations and requirements established by ANFEEU for the proper development and presentation of the team in the tournaments

Player signature: \_\_\_\_\_

By registering as a player -in ANFEEU understand that by attending different programs and use different facilities anywhere ANFEEU team participate do so at your own risk, anfeeu and its employees or agents with which work will not be responsible for any personal injury suffered by the participant on the programs organized by anfeeu and through this document with his signature certifies that liberates forever from any liability, claims, demands, damages or causes of action, present or future results from participation in any program organized by ANFEEU.

[WWW.ANFEEU.COM](http://WWW.ANFEEU.COM)



National Association Soccer in US  
[www.anfeeu.com](http://www.anfeeu.com)

**Authorization for Medical Treatment**

Player's Name \_\_\_\_\_ Date of Birth: \_\_\_\_\_ SSN: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ St: \_\_\_\_\_ Zip: \_\_\_\_\_

**Emergency Information**

Father's Name: \_\_\_\_\_ Home Phone: \_\_\_\_\_ Work Phone: \_\_\_\_\_

Mother's Name: \_\_\_\_\_ Cell Phone: \_\_\_\_\_ Home \_\_\_\_\_

Medical &/or Hospital Insurance Co: \_\_\_\_\_ Phone: \_\_\_\_\_

Policy Holder: \_\_\_\_\_ Grp # \_\_\_\_\_ Policy or Insured #: \_\_\_\_\_

Allergies/Medical Conditions: \_\_\_\_\_

**In case I cannot be reached, any of the following is designated to act in my behalf:**

1. Coach \_\_\_\_\_ 2. Assistant Coach \_\_\_\_\_

3. Team Manager \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ St: \_\_\_\_\_ Zip: \_\_\_\_\_

5. Relative: \_\_\_\_\_ relationship: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ St: \_\_\_\_\_ Zip: \_\_\_\_\_

**PARENT'S APPROVAL AND MEDICAL AUTHORIZATION**

Recognizing the possibility of physical injury associated with soccer and in consideration for the ANFEU and its affiliated organizations accepting the registrant for its soccer programs and activities (the "Programs"), I hereby release, discharge and/or otherwise indemnify the ANFEU, its affiliated organizations, and sponsors, their employees and associated personnel, including the owner of fields and facilities utilized for the Programs against any claim by or on behalf of the registrant as a result of the registrant's participating in the Programs and/or being transported to or from the same, which transportation I hereby authorize.

My son/daughter has received a physical examination by a physician and has been found physically capable of participating in the Programs. I hereby give my consent to have an athletic trainer and/or doctor of medicine or dentistry provide my son/daughter with medical assistance and/or treatment and agree to be responsible financially for the reasonable cost of each assistance and/or treatment.

SIGNATURE (PARENT

OR GUARDIAN) \_\_\_\_\_ DATE: \_\_\_\_\_

Duly subscribed and sworn to before me, this \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_

NOTARY (or Attorney) SIGNATURE: \_\_\_\_\_



National Association Soccer in US  
[www.anfeeu.com](http://www.anfeeu.com)

## ANFEEU AND ITS STATUTES

### **CONSTITUTION PURPOSES AND HEADQUARTERS.**

#### *Art. 1o Name*

*under the name of "Asociación Nacional de Fútbol en EU", the Hispanic Multicultural Organization of Amateur Fútbol "ANFEEU"*

#### *Article 2: - The purposes of the Organization are:*

*2-1) to register the Organization of Amfeeu to the Federation of Soccer of the United States, like Another Affiliate,*

*Anfeeu, based on the system in the field of amateur Fútbol and to carry out its activities more efficiently, will affiliate with the United States Federation, as in the statutes of the Fútbol Federation says, "AS ANOTHER AFFILIATE" is understood as an amateur Fútbol organization that conducts Fútbol programs in which players compete in less than 26 states but in 4 or more states of the United States and are not an active member of any of the Existing Fútbol Organizations at national level, neither juvenile nor of Adults.*

*2-2) Foster the sport of Fútbol in the states of Maryland, Delaware, Pennsylvania, New Jersey, New York, Virginia, Men, Women, Boys and Girls, Organizing Interstate Tournaments in the three different Modes, 11 v. 11, Fútbol Beach & Futsal,*

*2-3) With the unique and exclusive mission of serving the different Fútbol leagues, (Amateur Youth Fútbol Leagues and Seniors of Both Sexes already existing in the United States for many Years in the 6 different States, but which are NOT Enrolled, in None of the National Fútbol Leagues Organizations.*

*2-4) Organize courses for referees and coaches, from different leagues entered*

*2-5) Promote through the sport of Fútbol, spiritual and ethical values, civic sense and authority,*

*Art. 3) The Sports Organization "Anfeeu", cannot take part, nor allow within it, discussion or treatment on political or religious matters; will be separated from the managerial positions or lose their qualities of delegates who violate these conditions,*

*Art.4to: -Anfeeu will provide the different services related to Fútbol, responding according to the needs of each of the leagues Registered to Anfeeu, in an organized, transparent, professional and secure, applying the rules of Fútbol established by FIFA and the United States Fútbol Federation, in the formulation of statutes and policies in the field of governing Fútbol in the United States, free of discrimination, in any form, social, ethnic, racial, religious, etc.*

*Art.5to:- Anfeeu and its sources of income, Anfeeu based on The lousy economy in the country is forced to make the decision and The majority of the operating income of Anfeeu comes from Fees of affiliation and membership, Followed by donations from the private sector, defined as individuals, charities and foundations, as well as corporate sponsors,*



National Association Soccer in US  
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*2° the third segment of operating income is commonly known as own profits. This is defined as those earnings that are directly earned from exhibitions, programs, sales to the public or tournaments, with favorable prices and awards, to Members.*

*3 in whose territorial jurisdiction is located, Maryland, Delaware, Pennsylvania, New Jersey, New York, Virginia.*

*The headquarters of the "Anfeeu" Organization is located at 129 South Main St Pleasantville NJ. 08232  
Tel: (609) 271-8971. [www.anfeeu.com](http://www.anfeeu.com)*

*Rights and Obligations of Members*

*Art. The rights and obligations of Members to be a Member of Anfeeu are required: Request to be admitted by Anfeeu as a Member. Payment of the registration fee indicated in the meeting*

*The obligations of Members: Are*

- 1) to pay the established quotas.*
- 2) To faithfully comply with the guidelines of this statute and its regulations.*
- 3) Accomplish the agreements of the assemblies of the board of directors.*
- 4) Observe the closest institutional solidarity.*
- 5) Exercise ad-honors charges and commissions for which prior acceptance were elected.*
- 6) Intervene in the elections by casting their vote.*
- 7) Attend meetings promptly.*
- 8) be aware of the institutional functioning and propose the measures that they deem necessary.*
- 9) Present projects or proposals for the benefit of the organization Anfeeu and its members.*

*The rights of Members are:*

- 1) to elect and be elected members of the board of directors, commissions and delegates of the Organization of Anfeeu.*
- 2) To promote the modifications that they consider appropriate to this statute and its regulation.*
- 3) To exercise the rights of voice and vote in the general assemblies.*
- 4) Attend the meetings of the board of directors.*
- 5) require strict compliance with the articles of this statute and its regulations.*
- 6) Make good use of the assets of Anfeeu ensuring their conservation.*
- 7) Participate in the tournaments, recreation, physical education and sports activities organized by the Anfeeu.*
- 8) To watch jealously for the prestige of the Anfeeu*

*The Registered Leagues or Members may withdraw from Anfeeu without greater obligation than that of delivering a letter of resignation with a month of Anticipation and remaining with zero balance in any debt with Anfeeu, in case of exercising a managerial position he shall formally deliver the matters under his responsibility*



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**THE BOARD OF DIRECTORS**

*the board of directors has the mission and responsibility of the government of Anfeeu in accordance with the purposes established in the present statute and its regulations. The members of the board of directors are elected by general assembly by personal vote, secretly, direct universal. To be elected members of the board of directors, they must be an Active Member and free of sanction. They shall exercise their functions for the period of time specified in the regulations. The board of directors is composed of the following members:*

*President, Vice-Presidents, Secretary, Treasure, State Delegates, Sports Delegates.*

*If a member of the board of directors ceases to attend three consecutive sessions without justifiable cause, it must be submitted to the general assembly for its replacement.*

*The board of directors is empowered by virtue of the nature of its function; it shall meet extraordinarily every six months at the call of the president or by agreement.*

*The quorum is composed of the majority of its members. If the quorum does not have the necessary quorum in the first hour, the session will be followed half an hour later with the number of attending members. The following are attributions of the board of directors:*

*Complying with and enforcing the session of this statute and its regulations, as well as the agreements of the general assembly and its own agreements.*

*To jealously administer the assets of the Organization of Anfeeu, being its members jointly responsible for their proper employment and conservation.*

*To ensure the strict performance of its functions, and for the functioning of the committees of Anfeeu.*

*Present the annual budget project and the balance sheets, which will be published for the knowledge of all the partners.*

*Review monthly the documented account of expenses incurred.*

*To promote the progress of the Anfeeu Organization and increase its prestige in its relations with its peers and with the organizations of the National Football System to achieve its recovery and well-being of the institution by protecting its integrity and improving the benefits of the Members of Anfeeu.*

**FUNCTIONS OF BOARD MEMBERS**

*The representative president of Anfeeu and the board of directors have the responsibility to lead within the channels established in the present statute.*

**1) The functions of the president are:**

*Subscribe all documents, checks as well as books of the constitution to ensure that they are properly carried. Resolve the urgent cases that will not be of your directive attribution with the obligation to account in the next session of the board of directors. Ensure the proper functioning of the office of the secretariat, treasury and committees of Anfeeu. Present in the general assembly periodic report on the operation of the institution and the current memory*



National Association Soccer in US

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*Request reports on the activities carried out by the committees, Disciplinary Committee, Arbitrators and members of the board of directors of Anfeeu Ensure due performance to achieve Anfeeu. To officially accredit the delegates of Anfeeu before the Teams and the Leagues Inscribed*

*2) The vice president will actively collaborate with the president in the management of Anfeeu, and will have the following functions: To write the minutes of the general assembly sessions, of administrative procedure, subscribing sele next to the president. Keep the documents and file everything related to Anfeeu under responsibility.*

*3) The secretary will manage all activities related to Anfeeu and will have the following functions: To review, register, classify and contribute to all the documentation that issues or reception Anfeeu through the established channels.*

*Archive, study and keep updated the documents and archives properly administered, classified and ordered.*

*Carrying out the duties inherent to the position and those designated by the president of Anfeeu*

*4) They are the functions of the treasurer: To have the responsibility of the accounting. Sign together with the president the bank documents and other accounting type. Make effective the collection of quotas, granting the corresponding receipts. Done on the dates indicated to what the assembly requires, the cash register, will formulate the documented renditions of accounts. It will formulate the draft budget to the annual assembly and balance sheets of Anfeeu. The delegates responsible for the representation of Anfeeu before the sports leagues of City and State, and in the practice of affiliated amateur sports. There will be a sports delegate for each of the different game modes, (11) Fútbol sala, futbol beach, Fútbol 8 and Fútbol 7 for these sports systems of competition that is practiced in Anfeeu*

*5) They are functions of the delegates of State Represent to Anfeeu before the sports leagues of City and State. Register the teams or athletes in competition in which they intervene. To watch for normal performance of the leagues the teams or athletes enrolled to Anfeeu. Inform the assembly and the presidency about the sports activities of the leagues and their Members. with members of 17 different Nationalities, This civil association, sporting, non-profit and which will be governed by these statutes, in what it says, will be respected and fulfilled, by each of the Directors and their Members to the to the benefit and prosperity of the Organization. That's all we have in the Anfeeu Statute. Advertise and comply*

*Place and date: Pleasantville NJ 08232 - 07/17/2016*

*Isaías Gómez*  
\_\_\_\_\_  
President

*Directiva: Presidente Ejecutivo: Isaías Gómez, Vicepresidente: Hugo Casasola, Director técnico Profesional de la Selección: David Funes, Director: Educación Física Luis B Ayala, Asignador de Árbitros: Luis Días, Publicidad: Abiezer o Melgar. Tesorero: Contador Publico Ricardo Rogeles, Representacion estatal: Fredy Guerrero. [www.Anfeeu.com](http://www.Anfeeu.com)*

**ANFEEU**



**ASOCIACION NACIONAL FUTBOL EN EU**



# LA FINAL DE LA COPA UNION & ANFEU 2015



**PPL PARK  
1 DE AGOSTO  
9:30 P.M**

**DESPUES DEL PARTIDO ANTE LOS NEW YORK RED BULLS.**





## ANFEEU NATIONAL ASSOCIATION FÚTBOL IN US



My name is Isaiás Gómez.

Citizen of the United States, Fútbol Lover and for many years I have worked trying to serve the community in the best possible way that I could. Begin my work with the community in Southern New Jersey in the Year 1998 with the founding of the Unicol Nonprofit Organization "United for Colombia in Southern New Jersey" to play my role as Founder and President. "Unicol" 1998 - 2003, as its name says an organization of COLOMBIAN Citizens residing in the south of New Jersey, fulfilling the tasks destined to the development of the vision of Unicol

In a direct communication with the Ministry of Foreign Affairs of Colombia, the consulates in New York, Newark, Consulate of Mexico, El Salvador, the mayors of Atlantic County and the Governor of New Jersey, so that the different services that the Hispanic community required, achieving the Execution and procedures that allowed us to fulfill the mission. Organizing mobile consulates, where the citizens of the different countries were able to obtain their documents near their place of residence, Passports, Birth certificates, Marriage, Consular registration, etc., and Organizing Festivals for each different country. To make know our education and culture.

For Our Good campaign and good performance in Unicol we were invited by the HAACK Organization "Hispanic Alliance of Atlantic County" to be a Member of the Board, a position that I drew much attention for the benefit that could be provided to the community and was thus resign of UNICOL and take possession of the new position, I was in Haack from the year 2003 to the year 2005

Participating Fútbol Lover as a player since 1988 in the Atlantic Fútbol League, in 2000 I was invited to participate as part of the leadership of this Amateur Fútbol League, and provided my public relations services from. The year 2000 until the year 2007 I was appointed as President of the Atlantic Soccer League, 2007-2008.

In this League Amateur We managed to increase the number of Teams from 14 to 22, obtaining the best Fútbol fields of our region, we made the presentation before the council of the city of Atlantic City, so that the Chelsea field was remodeled calling the attention of the city council to approve the Investment of \$ 1.5 Million in repair, nowadays the best Fútbol fields in the region Within the projects that I initiate, obtain the direct communication with the Professional Fútbol Referee JJ TORRES who directed the



## ANFEEU NATIONAL ASSOCIATION FÚTBOL IN US

semifinal in the Fútbol World Cup in the United States in 1994, with his help Organized a course for coach managers and a course for referees , courses given by JJ TORRES, this was how it was possible to get 17 Professional Referees and to give diploma to 35 coach of the different Teams, these courses served to create sources of work and during all these Years, these Referees have obtained a good economic income.

With a view to achieving a good future for our Players, call the attention of the different media 4 newspapers, the Yellow Pages and the television channels of Univision and Telemundo, the Economic Participation of Harrah's casino, with an economic contribution of \$ 7,500.00, dl motivation for all the members of the league the managers and players obtaining like result a Fútbol level Amateur of first quality

For all these achievements it takes fulfillment and responsibility on the part of the other members of the Organization, unfortunately some of them do not fulfill the requirements demanded, reason why I saw in the Obligation to resign to the presidency of the Atlantic League, in the year 2008

Despite having resigned the presidency of the Atlantic Fútbol League, continue with the desire to seek progress for our Youth, was how in the Year 2014, began to dialogue with the different managers of different organizations Amateur Fútbol in the different regions of New Jersey, Pennsylvania, Delaware, Maryland, achieving convocation in the city of Philadelphia, where the AmfeeU Organization was initiated,

ANFEEU, on 07/17/2014 was registered in the State of New Jersey and the Treasury Department fulfilling all the requirements established by the United States Government, we managed to begin our work with the participation of the different Futbol leagues of the different states the Professional Team of Philadelphia Union, knew of our project and contacted us and in common agreement we were able to carry out the tournament of AnfeeU and the Final held at the Philadelphia Union Stadium PPL PARK.

During these years we have been working in the different tournaments traveling to different cities of the country to participate in the different tournaments to which they have invited us.

Recognition: I am grateful to all Mayors of Atlantic City for the past 20 years for the various awards we were honored. I am very pleased that my work is recognized and the 6abc wpvi - TV 6abc community advisory Board, and the Honorable MIKE STACK LIEUTENANT GOVERNOR of the Commonwealth of Pennsylvania from whom I received in Philadelphia the recognition of the work done with the Organization of ANFEEU

We continue to work with ANFEEU, a short and medium term project, from our experience we know that it is not so easy but we believe that it is possible and attainable.

ISAIAS GOMEZ



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**TOURNAMENTS ON THE GROUNDS OF THE BADER FIELD WITH 140 ACRES.  
2017**





National Association Soccer in US  
[www.anfeeu.com](http://www.anfeeu.com)



**ISAIAS GOMEZ:” ANFEEU” ASOCIACION NACIONAL FÚTBOL EN US**

***Surf Stadium** is a 5,500-seat baseball stadium Atlantic City that opened in 1998 and has been mostly closed since 2009, although some renovation was performed in 2011 and 2012 the stadium was officially renamed as **Surf Stadium** in April 2012, and hosted a few events in 2012. The stadium was called **The Sandcastle** until 2006, and has continued to be referred to by that name in some sources. It was built as the home of Atlantic City Surf baseball team, which discontinued operations prior to the 2009 season. College and youth teams have also used the stadium, and a music concert was held there in 2011.*

*Capacity 5.500*

*Left Field:309 feet (94 m)*

*Field size Center 400 Feet (120 m)*

*Right Field: 309 feet (94m)*

*Construction 1996*

*Broke ground*

*Opened 1998*

*Construction Cost 15.Millon*

*Tenants Atlantic City Surf(Atlantic City League? Can-Am League) 1998-2008 Atlantic Community College Buccaneers (2014- Present)*

*The stadium could be the home of the "AC SOCCER CLUB" in a Future Professional Team.*



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[www.anfeeu.com](http://www.anfeeu.com)  
JOSE MIGUEL CARBONEL



National Association Soccer in US  
[www.anfeeu.com](http://www.anfeeu.com)





# UNIVERSIDAD NACIONAL AUTÓNOMA DE HONDURAS

El Rector (a) de la Universidad Nacional Autónoma de Honduras, en ejercicio de las facultades que la Ley le confiere



POR CUANTO: Luis Bernardo Apala Albarado

ha terminado sus estudios en la Facultad de Humanidades y Artes el Veinte de julio de dos mil dieciséis

y cumplido todos los requisitos legales

POR TANTO: le extiende el título de Licenciado en Educación Física con Orientación en Docencia

en la Ciudad Universitaria, "José Trinidad Reyes", Tegucigalpa, M.D.C. el veintinueve de julio de dos mil dieciséis.



SECRETARÍA GENERAL

*[Signature]*  
SECRETARIO (A) GENERAL



RECTOR (A)

*[Signature]*



SECRETARIO (A) O DIRECTOR (A)

*[Signature]*



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[www.anfeeu.com](http://www.anfeeu.com)

## CURRICULUM VITAE

---

### DATOS GENERALES

NOMBRE: LUIS BERNARDO AYALA ALVARADO  
EDAD: 47 AÑOS  
FECHA DE NACIMIENTO: 17 DE MAYO DE 1969  
PROFESION: LICENCIADO EN EDUCACION FISICA  
Y DEPORTES. (UNAH)  
RESIDENCIA: COL. EL SAUCE # 118 LA CEIBA, ATLANTIDA.  
HONDURAS, C.A.

---

TELEFONO EN USA: 267 582 4748  
TELEFONO EN HONDURAS: 504 99670887

**E-MAIL: [luis1984lima@gmail.com](mailto:luis1984lima@gmail.com)**

### OTRAS CAPACITACIONES

---

#### **Estudios del Idioma Ingles:**

*Green Door School*

Niveles I y II S.P.S. 1995

*Mazapán School*

Niveles III y IV La Ceiba 1999

**Cursos libres de Computación:** Word, Excell.





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[www.anfeeu.com](http://www.anfeeu.com)

## EXPERIENCIA COMO DOCENTE:

---

### **1994**

Catedrático en el Instituto Debe y Haber

### **1994- 1995**

Catedrático en la Carrera de Educación Física en la Universidad  
Pedagógica Nacional (CUR) S.P.S

### **1995**

Catedrático y Consejero Estudiantil Instituto Oficial Tehuma  
San Manuel, Cortes

### **1995- 1996**

Catedrático y Consejero Estudiantil INTECYC  
San Pedro Sula

### **2000**

Catedrático Academia Americana  
San Pedro Sula

## EXPERIENCIA COMO PREPARADOR FISICO

---

### **1996–2000**

Preparador Físico Club Deportivo Victoria Reservas  
Categorías: Mosquito, Infantil, Juvenil, Intermedia, Mayor, 2da.División,  
Liga Nacional de 1era. División.

### **2000 (Apertura)**

Club Deportivo Broncos de Choluteca; 1era. División.

### **2000-2001 (Torneo)**



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Club Villanueva; Liga de Ascenso.

**2001-2002 (Clausura)**

Club Deportivo y Social Vida 1era. División.

**2002 (Apertura)**

Club Deportivo Zacapa, Guatemala

1era. División

**2002-2003 (Clausura)**

Club Real España 1era. División

**2003-2004 (Apertura-Clausura)**

Club Real España 1era. División

**CAMPEON APERTURA 2003-04**

**2004-2005 (Apertura)**

Club Deportivo Platense 1era. División

**2004-2005 (Clausura)**

Club Deportivo Motagua 1era. División

**2005**

Club Villanueva, Liga de Ascenso

**2005-2006 (Clausura- Apertura)**

Club Deportivo y Social Vida 1era. División

**2006-07 (Clausura)**

Club Deportivo Hispano 1era. División

**2007-2008 (Apertura)**

Club Deportivo y Social Vida 1era. División

**2007-08 (Clausura)**

Club Atlético Olanchano 1era. División

**2008-2009 (Clausura)**



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Club Real Juventud 1era. División

**2009-2010 (Clausura)**

Club Deportivo Victoria 1era. División

**2010 -2011 (Apertura)**

Club Deportivo Juventud Retalteca.

Liga Nacional de Guatemala.

**2012 (Apertura)**

**Club Atlético María Linda.**

Liga Nacional Guatemala.

**2012-2014 (7 Torneos)**

Club Deportivo Victoria.

Liga Nacional de Futbol de Honduras.

**APERTURA 2105**

Club Deportivo Marathon.

Liga Nacional de Futbol de Honduras.

**CLAUSURA 2015-16**

Club Deportivo Platense.

Liga Nacional de Futbol de Honduras.

## REFERENCIAS PERSONALES

---

Prof. Carlos Cantarero (507) 65 06 46 00

Entrenador Escuela Nacional de Entrenadores

Real Federación Española de Futbol.

Lic. Edwin Pavón León (504) 98 27 51 26

Vice-Presidente Congreso Nacional de Honduras.

Entrenador Nacional, Seleccionador Honduras 2002-2004.

Prof. Héctor Vargas (504) 99 84 32 45.



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Entrenador Club Deportivo Olimpia



CON EL CLUB VIDA DE LA CEIBA, EN EL CENTRO JUNTO AL PROFESOR JAIRO RIOS



ACTUAL ENTRENADOR DE LA SELECCIÓN DE HAITI, [comapan18@yahoo.com](mailto:comapan18@yahoo.com)

POSTER CONMEMORATIVO AL CAMPEONATO DE LIGA NACIONAL 2003-2004



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[www.anfeeu.com](http://www.anfeeu.com)

DIRIGIDOS POR EL PROFESOR JUAN DE DIOS CASTILLO (QEPD).



PLANTEL DE REAL ESPANA, CLAUSURA 2002-2003  
JUNTO AL PROFESOR JUAN DE DIOS CASTILLO LUEGO DE UN PARTIDO POR CAMPEONATO DE LIGA PUBLICACION DE UN DIARIO LOCAL CUANDO TRABAJE CON EL PROFESOR RAUL MARTINEZ SAMBULA EN EL CLUB VIDA DE ALGUNOS EQUIPOS EN LOS QUE HE TRABAJADO.



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DURANTE UN ENTRENAMIENTO



MENCIONARE ALGUNOS ENTRENADORES CON LOS QUE HE TRABAJADO:

EDWIN PAVON, JUAN DE DIOS CASTILLO QEPD (MEXICANO), JAIRO RIOS (COLOMBIANO), FLAVIO ORTEGA QEPD (BRASILEÑO), RAUL MARTINEZ SAMBULA, TATO ORTIZ (URUGUAYO), KIRIL DOCIJOSKI (MACEDONIO), CARLOS CANTARERO (ESPAÑOL), HECTOR VARGAS (ARGENTINO) ENTRE OTROS, LOS CUALES PUEDEN DAR FE DE MI PROFESIONALISMO, LEALTAD, COMPANERISMO Y SOLIDARIDAD DEMOSTRADA HACIA ELLOS CUANDO SE DIO LA OPORTUNIDAD DE TRABAJAR COMO MIEMBROS DE UN CUERPO TECNICO.

ATENTAMENTE:

LIC. LUIS AYALA

PREPARADOR FISICO.

La Federación Nacional Autónoma de Fútbol  
de Honduras



FENAFUTH

La Escuela Nacional de Entrenadores  
de Fútbol de Honduras

Promoción: Prof. "Alberto Chedraño"



OTORGA A:

Raúl David Fúnez R.

El Título de:

**Entrenador Nacional de Fútbol**

que le habilita para dirigir en la Liga Profesional de Primera División y en Selecciones Nacionales  
El nivel de haber cumplido con todos los requisitos legales, académicos  
y administrativos que establece la Escuela

Dado en Tegucigalpa, R.D.H., a los veinte días del mes de abril de dos mil diez.



*[Signature]*  
Lic. José Armando Hernández R.  
Director ENEFUTH



Lic. José Armando Hernández R.  
Presidente FENAFUTH

*[Signature]*  
Lic. José Armando Hernández R.  
Secretario General FENAFUTH

# Curriculum Vitae

**Raúl David Funes Rodríguez**



## I.- DATOS PERSONALES

**IDENTIDAD:** 0801-1958-06009  
**DIRECCIÓN:** Avenida San Isidro, # 152  
**EMAIL:** raulchavofunes@hotmail.com  
**TELEFONO:** (504) 9916-6497

- ❑ *Entrenador Profesional*
- ❑ *Afiliado al Colegio Nacional de Entrenadores, Capítulo San Pedro Sula*

## II.- ESTUDIOS RECIBIDOS

- ❑ Educación Primaria
- ❑ Educación Comercial
- ❑ Cursos de Computación

## III.- EXPERIENCIA PROFESIONAL

### **EXPERIENCIA COMO JUGADOR**

- ❑ CD Olimpia: 1978-1981
- ❑ CD Victoria: 1982-1983
- ❑ CD Sula de La Lima: 1984
- ❑ CD Tela-Timsa: 1985-1986
- ❑ CD E.A.C.I. : 1987
- ❑ CD Vida: 1988-1990



## ***EXPERIENCIA COMO TECNICO***

- **Instituto San Isidro**
  - Años 1991-2005, durante 14 años
  - Títulos Obtenidos**
  - Categoría Infantil: Campeón 6 veces y 8 veces Subcampeón
  - Categoría Pre-Juvenil: Campeón 8 veces y Subcampeón 6 veces
  - Categoría Juvenil: 5 veces Campeón y 4 veces Subcampeón
  - Semifinalista años 2003 y 2005, Torneo Coca-Cola
  
- **Escuela Bilingüe Internacional**
  - Campeón Local Infantil
  - Subcampeón Pre-Juvenil
  
- **Escuela Guadalupe de Quezada**
  - Año 1994, Campeón Infantil
  
- **CD Victoria**
  - Año 1993-1994, Gerente de Reservas CD Victoria
  - Técnico Categoría Juvenil, Campeón Año 1994
  
- **CD El Sauce**
  - Año 1993-2005, Categorías Juvenil – Intermedia
  - Año 1999, Ascenso Intermedia a Liga Mayor
  - Año 1998, Campeón Juvenil
  - Año 2002, Campeón Liga Mayor y Departamental
  
- **CD Vida**
  - Año 2002, Técnico Categoría Juvenil-Intermedia
  - Año 2003, Campeón Intermedia ascenso Liga Mayor
  - Año 2004, Asistente Técnico Primera División, Torneo Clausura y Apertura del siguiente Torneo.
  - Año 2009, 2010, 2011, Asistente Técnico Primera División, Torneo Clausura y Apertura del siguiente Torneo.
  
- **Escuela Bilingüe Santa Teresa**
  - Subcampeón Nacional
  
- **CD Hispano**
  - Año 2006 y 2007, Asistente Técnico Primera División, Torneo Clausura y Apertura del siguiente Torneo.
  
- **CD Atlético Olanchano**
  - Año 2008, Asistente Técnico Primera División, Torneo Clausura

❑ **CD Real Juventud**

- Año 2009, Asistente Técnico Primera División, Torneo Clausura y Apertura del siguiente Torneo.

❑ **CD Marathon**

- Año 2012, Técnico de Reservas Especiales y Asistente Técnico Primera División, Torneo Clausura y Apertura del siguiente Torneo.

❑ **CD Atlético Limeño**

- Año 2013 y 2014, Técnico Oficial Segunda División, Torneo Clausura y Apertura del siguiente Torneo.
- Actualmente como Técnico Oficial Segunda División, Torneo Apertura 2015-2016



# Richard Páez

Richard Alfred Páez Manzon  
56 años  
Venezolano.

Profesión  
Director Técnico de  
Fútbol Profesional  
Médico Traumatólogo



ripamon4@hotmail.com  
0058 414 744 8863



## ETAPA DE JUGADOR PROFESIONAL

**1970**  
Campeonato Nacional Juvenil de Venezuela  
(Campeón)

**1971 - 1977**  
Estudiantes de Mérida (2 sub-campeonatos)

**1978-1980**  
Portuguesa F.C (1 Campeón)

**1981-198**  
Deportivo Táchira (1 Campeón, 1 Sub-campeón)

**1983-1987**  
Post-grado de Traumatología y Ortopedia  
Buenos Aires - Argentina

**1987-1989**  
Ula Mérida F.C

## COPAS LIBERTADORES DE AMERICA

**1977**  
Estudiantes de Mérida vs Peru  
(Unión Huaral y Spot Boys)

**1978**  
Portuguesa vs Paraguay  
(Cerro Porteno y Libertad)

**1979**  
Portuguesa vs Chile  
(Palestino y O'Higgins)

**1979**  
Deportivo Táchira vs Brasil  
(Vasco de Gama e Internacional)

**1982**  
Deportivo Táchira vs Colombia  
(Tolima y Atlético Nacional)

## SELECCIÓN NACIONAL

**1970**  
Suramericano Sub20  
Asunción - Paraguay

**Profesional**

**1974**  
Mini copa en Brasil

**1975**  
Copa América vs Argentina y Brasil

**1979**  
Copa América vs Colombia y Chile

## ETAPA DE DIRECTOR TECNICO PROFESIONAL

**1989**  
Torneo Universitario Centroamericano en Cuba ( Subcampeón)

**1989-1990**  
Universidad de Los Andes F.C.

**1990-1991**  
Unión Atlético Táchira

**1991-1992**  
Unión Atlético Táchira

**1993**  
Unión Atlético Táchira ( Sub Campeón. Copa Venezuela)

**1994**  
Selección Juvenil de Mérida ( Campeón Nacional Juvenil)

**1995**  
Universidad de Los Andes ( Campeón Torneo 2da División)

**1996**  
Universidad de Los Andes ( Campeón Copa Venezuela. Primera División)

**1997-1998**  
Estudiantes de Mérida (Campeón Torneo Clausura. Primera División)

**1998-1999**  
Estudiantes de Mérida ( Subcampeón Torneo Apertura y Clausura. Primera División)

**2000**  
Seleccionador Nacional Juvenil de Venezuela  
Suramericano Sub20 en Riobamba - Ecuador

**2002**  
Preolímpico Suramericano Sub23 en Colonia - Uruguay

**2001-2007**  
Seleccionador Nacional Absoluto de Venezuela  
PJ PG PE PP  
88 32 18 38  
Tres ediciones de Eliminatorias Suramericanas a los mundiales de Croacia y Japón 2002, Alemania 2006 y Sudafrica 2010

**2001**  
Copa América Colombia 2001

**2004**  
Copa América Perú 2004

**2007**  
Copa América Venezuela 2007  
PRIMERA VEZ QUE VENEZUELA PASA A LA SEGUNDA RONDA,  
INVICTO Y EN PRIMER LUGAR DE SU GRUPO.  
QUINTO LUGAR EN COPA AMÉRICA 2007, DETRÁS DE BRASIL,  
ARGENTINA, MÉXICO Y URUGUAY

**2008**  
DT Alianza Lima de Perú

# Curriculum Vitae



**ROGER RENTERIA**

Año	Campeonato	División	Categoría	Asociación	Club	No.Act.	Goles	F.Ult.Act.
2016	CAMPEONATO ECUATORIANO DE FUTBOL	MAYORES	PRIMERA - A	A.F.T.	MUSHUC RUNA S.C.	3	0	15/05/2016
2015	CAMPEONATO ECUATORIANO DE FUTBOL	MENORES	SUB 25 - SEGUNDA	A.F.G.	NORTE AMERICA	17	10	04/11/2015
2015	CAMPEONATO PROVINCIAL - GUAYAS	MENORES	SUB 25 - SEGUNDA	A.F.G.	NORTE AMERICA	10	2	19/07/2015
2014	RESERVA	RESERVA	PRIMERA - A	A.F.G.	C.S.EMELEC	1	0	22/02/2014
2014	CAMPEONATO ECUATORIANO DE FUTBOL	MENORES	SUB 25 - SEGUNDA	A.F.O.	FUERZA AMARILLA S.C.	19	3	12/12/2014
2013	RESERVA	RESERVA	PRIMERA - A	A.F.G.	C.S.EMELEC	1	0	30/01/2013
2013	CAMPEONATO ECUATORIANO	MENORES	SUB 25 -	A.F.O.	ORENSE S.C.	1	0	16/08/2013

**DATOS PERSONALES**

**NOMBRES:** ROGER IVAN RENTERIA QUIÑÓNEZ

**CÉDULA:** 0921343570

**FECHA DE NACIMIENTO:** 22/06/92

**LUGAR:** GUAYAQUIL-ECUADOR

**TELÉFONO:** 593-981486848 / 593-988623123

**ESTADO CIVIL:** CASADO

**ESTUDIOS:** SECUNDARIA COMPLETO

**ESTATURA:** 1.75cm

**PESO:** 75 kg

**PIERNA HÁBIL:** IZQUIERDO

**POSICION DE JUEGO:** VOLANTE POR IZQUIERDA Y MARCADOR IZQUIERDO

**CARACTERISTICAS:** BUEN MANEJO DE BALÓN, EXCELENTE VISIÓN DE JUEGO, RÁPIDO, FUERTE, ME DESEMPEÑO COMO VOLANTE POR IZQUIERDA Y TAMBIEN POR DERECHA.

**EXPERIENCIAS:**

- **MIRAFLORES "ESCUELA DE FÚTBOL"**  
EDAD: 6 AÑOS (1998)  
TIEMPO: 2 AÑOS  
PROFESOR: LIDER ZAMBRANO (ECUATORIANO)





## **José Joaquín Torres Cadena**

FECHA DE NACIMIENTO	Julio 15 1952
CIUDAD	Cartago, Valle del Cauca
LUGAR DE RESIDENCIA	Santiago de Cali
CELULAR	318 726 2907
E-MAIL	<a href="mailto:jjtorres15@hotmail.com">jjtorres15@hotmail.com</a>

### **Formación Académica**

---

Diplomado en Alta Gerencia Deportiva  
Gerencia de Organizaciones Deportivas  
Metodología de la Enseñanza  
Licenciatura en Educación Física  
Psicología aplicada al Deporte  
Cómputo y Sistemas  
Título en Administración de Empresas  
Bachillerato Académico  
Educación Básica Primaria

### **Idiomas**

---

Español	Natal
Inglés	Intermedio
Portugués	Intermedio

### **Trayectoria Arbitral**

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Arbitro Lifútbol Valle - Federación Colombiana	1971 - 1995
Arbitro DIMAYOR	1978 - 1995
Arbitro Internacional FIFA	1984 - 1996

### **Experiencia como Dirigente**

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- Director Arbitral Federación Colombiana de Fútbol - 1995
- Instructor para Arbitros de Fútbol 1995 - 2013
- Director de Juzgamiento Deportivo Secretaría del Deporte de Cali - 1996
- Gerente del Instituto Municipal del Deporte de Jamundí (Valle) 1997 - 1999
- Director, Coordinador Deportivo, Instructor, Entrenador 2000 - 2010 EE UU
- Director, Instructor Cursos de arbitraje Valle del Cauca 2011 - 2013
- Asesor, Consejero Clubes Deportivos, Escuelas de Formación y Fundaciones 2011 - 2013
- Coordinador de Programas IMDRERE Jamundi - 2014
- Analista Arbitral
- Asesor, Consultor y Consejero de Instituciones y organizaciones arbitrales Internacionales



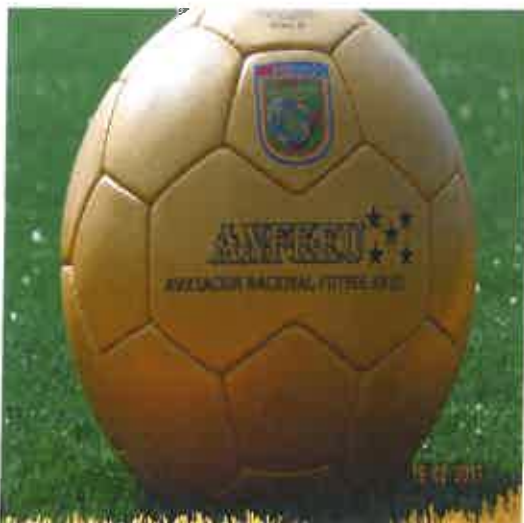
10.01.2017

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[www.anfeeu.com](http://www.anfeeu.com)





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La Copa Union reúne a los mejores equipos de las ligas locales del área tri-estatal para coronar al campeón de la región. La Copa se llevará a cabo durante un periodo de aproximadamente 4 meses y se jugará con una fase de grupos para luego dar paso a la fase de eliminación directa.

Proximamente....Verano 2015.

Posiciones Goleadores Calendario

06.04.2015 The Un

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# **ANNUAL GENERAL MEETING**

**2019 | SCOTTSDALE**

## **U.S. Youth Futsal**

**The membership application for U.S. Youth Futsal has been provisionally approved by the U.S. Soccer Board of Directors.**

**From:** Diane Scavuzzo  
**To:** [Greg Fike](#); [Dan Flynn](#)  
**Cc:** [Jon Parry](#)  
**Subject:** USYF request for membership  
**Date:** Tuesday, July 3, 2018 9:38:36 AM  
**Attachments:** [JP Soccer, Inc Articles of Incorporation.pdf](#)  
[USYF BYLAWS July 2018.pdf](#)  
[USYF Code of Conduct.pdf](#)  
[USYF Futsal Rules of Play.pdf](#)

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Good Morning,

Attached please find a letter from Jon Parry, Executive Director of US Youth Futsal along with the requested documentation for applying to be granted membership as a National Association. We kindly request that we are able to proceed with the USYF fall season as a provisional member awaiting the Federation's decision.

We look forward to working directly with you and continuing our commitment to develop outstanding youth players.

Please let us know if there is anything additional you require or if you have any questions. Thank you for your time and attention on our request for membership.

Diane Brandis Scavuzzo  
EDITOR-IN-CHIEF  
858-531-8300

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New Offices in Kansas City: 50 East 13th Street, Suite 2304, Kansas City, MO 64106

289-817-9

29500000612

ARTICLES OF INCORPORATION  
OF  
JP SOCCER, INC.

00 JUL 7 PM 1 30

Jon D. Parry, the undersigned, being a natural person of the age of eighteen (18) years or more for the purpose of forming a corporation under the Kansas Corporation Code does hereby adopt the following Articles of Incorporation.

2704 01 07-07-2000 10:44:29  
51 NEW CORPORATION  
\$75.00

ARTICLE I

The name of the corporation is: JP Soccer, Inc.

ARTICLE II

The address of its initial registered office is: 6416 Lowell, County of Johnson, Merriam, Kansas 66207, and the name of its initial registered agent at such address is: Jon D. Parry.

ARTICLE III

The aggregate number of shares which the corporation shall have authority to issue shall be Thirty Thousand (30,000) shares of Common Stock of the par value of one penny (\$0.01) per share, and there shall be no preferences, qualifications, limitations or restrictions whatsoever, nor any special or relative rights in respect to the shares except certain restrictions, if any, on the transfer of the shares as may be agreed upon in writing from time to time by all the shareholders of the corporation.

ARTICLE IV

The holders of shares shall have preemptive rights to purchase new shares of the corporation hereafter issued or any securities exchangeable for or convertible into such shares, or any warrants or other instruments evidencing rights or options to subscribe for, purchase or otherwise acquire such shares.

ARTICLE V

The name and residence of the incorporator is as follows:

<u>NAME</u>	<u>RESIDENCE</u>
Jon D. Parry	6416 Lowell Merriam, KS 66207



ARTICLE VI

The number of Directors to constitute the first board of Directors and to be elected at the first meeting of the shareholders is two (2). Thereafter the number of Directors shall be fixed by, or in the manner provided in the Bylaws of the corporation; any changes shall be reported to the Secretary of State within thirty (30) calendar days of such change.

ARTICLE VII

The duration of the corporation is perpetual.

ARTICLE VIII

The nature of the business or objects or purposes to be conducted, transacted, promoted or carried on by the corporation is:

- (a) To provide soccer instruction and soccer leagues;
- (b) To invest, lend and deal with monies of the corporation in any lawful manner, and to acquire by purchase, by the exchange of stock or other securities of the corporation, by subscription or otherwise, and to invest in, to hold for investment or for any other purpose, and to use, sell, pledge or otherwise dispose of, and in general to deal in any interest concerning or enter into any transaction with respect to (including "long" and "short" sales of) any stocks, bonds, notes, debentures, certificates, receipts and other securities and obligations of any government, state, municipality, corporation, association or other entity, including individuals and partnerships and, while owner thereof, to exercise all of the rights, powers and privileges of ownership, including, among other things, the right to vote thereon for any and all purposes and to give consents with respect thereto; and
- (c) To engage in any lawful act or activity for which corporations may be organized under The Kansas Corporation Code.

In addition to the powers and privileges conferred upon the corporation by law and those incidental thereto, the corporation shall possess and may exercise all the powers and privileges which are necessary or convenient to the conduct, promotion or attainment of the business, objects or purposes of the corporation.

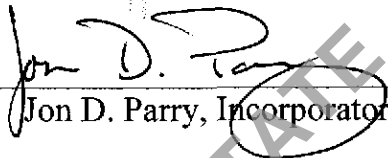
ARTICLE IX

The Board of Directors of the Corporation shall have the power to make, alter, amend or repeal Bylaws for the corporation from time to time.

ARTICLE X

The private property of the shareholders shall not be subject to the payments of corporate debts to any extent whatsoever.

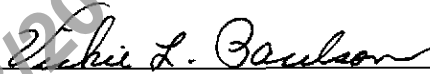
IN WITNESS WHEREOF, these Articles of Incorporation have been signed this 24 day of January, 2000.

  
\_\_\_\_\_  
Jon D. Parry, Incorporator

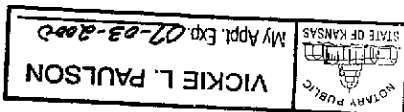
State of Kansas     )  
                                  )     ss.  
County of Johnson    )

On this 24 day of January, 2000, before me, personally appeared Jon D. Parry, being first duly sworn and to me know to be the person described in and who executed the foregoing document and stated that he has executed the same as his own free act and deed and that the statements contained herein are true and correct.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my notarial seal, the day and year last mentioned above.

  
\_\_\_\_\_  
Notary Public

My Commission Expires:



**BYLAWS  
OF THE  
JP SOCCER, INC.  
(A KANSAS CORPORATION)**

**General Provisions**

**(Effective May 15, 2018)**

**UNITED STATES YOUTH FUTSAL**

U.S. YOUTH FUTSAL 6416 Lowell, County of Johnson, Merriam,  
Kansas 66207 Phone: (913) 271-4064

[www.usyouthfutsal.com](http://www.usyouthfutsal.com)

**BYLAWS OF THE  
U.S. YOUTH FUTSAL**

**ARTICLE I  
ORGANIZATION**

**Section 1. Name.** The name of this Corporation is JP SOCCER, INC. The Corporation shall adopt the name United States Youth Futsal (U.S. Youth Futsal and USYF) for the purposes of conducting business.

No one may use the name, initials, or other trademarks of the Corporation except as provided for under these Bylaws or with the express, written consent of the U.S. Youth Futsal (USYF).

**Section 2. Articles of Incorporation, Bylaws and Policies.** The USYF shall be governed by its Articles of Incorporation, Bylaws, and Policies.

**Section 3. Governing Authority.** The governing authority shall be vested in the Board of Directors (Board). The powers of the Board are defined in these Bylaws.

**ARTICLE II  
OFFICES**

**Section 1. Principal Office.** The principal office of the Corporation for the transaction of its business is located at 15405 Lucille Street, Overland Park, Kansas 66221.

**Section 2. Change of Address.** The Board of Directors may change the principal office from one location to another by noting the changed address and effective date, and such changes of address shall be deemed an amendment of these Bylaws.

**Section 3. Other Offices.** The Corporation may also have offices at such other places, within or without the State of Kansas, where it is qualified to do business, as its business may require and as the Board of Directors may, from time to time, designate.

**ARTICLE III**  
**PURPOSE AND GOALS**

**Section 1. Purpose.** The purpose of the USYF is to further the education and development of competitive youth futsal players in the United States, and to assist in the development, promotion, and administration of the game of futsal at the competitive, recreational, and player identification levels within its territory. USYF is committed to the growth and development of youth futsal in the United States. USYF is an amateur sports organization that conducts futsal programs in which players compete in more than 30 States located in the United States of America.

**Section 2. Goals.** The goal of the USYF is to provide a playing environment and opportunity for member youth players with futsal skills and a desire to play with and against others with similar skills and desires in order to improve player development and team competitiveness, and to assemble through USYF Futsal I.D. identification process skilled youth futsal teams comprised of the very best futsal players in the country, and to offer a player development oriented Futsal Academy, and to offer coaches education and referee development. These goals will be reached while recognizing the importance of respect for the game and the importance of good sportsmanship.

**ARTICLE IV**  
**TERRITORY**

**Section 1. Territory.** The territory of the USYF shall be within the territory of the United States Soccer Federation (USSF), as defined by the Bylaws of that organization. The territory may be divided into sub-territories for administrative and competitive purposes as set forth in the Policies.



**ARTICLE V**  
**AFFILIATIONS**

**Section 1. Affiliations.** The USYF is a Member of and shall maintain its Membership in Other Affiliations.

**Section 2. Other Affiliations.** No USYF Member shall be prohibited from affiliating with other USSF sanctioned soccer organizations.

**Section 3. USSF Bylaws Compliance.** Effective immediately, upon becoming a member of USSF, the USYF shall abide by USSF Bylaws and policies.

The USYF shall:

- A. Recognize that the USSF governing documents take precedence over and supersede the governing documents and decisions of the USYF;
- B. Not join any organization that has requirements that conflict with the USSF governing documents;
- C. Register its member players, coaches, teams, referees (if any), and administrators with the USSF pursuant to USSF requirements, and timely pay to the USSF all required dues and fees;
- D. Provide to the USSF an annual report of USYF activities, including current copies of all USYF governing documents, and together with current financial statements at the time specified by the USSF;
- E. Not discriminate against any individual on the basis of race, color, religion, age, sex, or national origin;
- F. Adopt policies prohibiting sexual and physical abuse that meet the minimum criteria established by the USSF; and
- G. Provide equitable and prompt hearing and appeal procedures to guarantee the rights of individuals to participate and compete in any competitions sponsored or administered by the USYF, which procedures shall recognize the jurisdiction of the USSF Appeals Committee to approve, modify, or reverse a decision, should a grievance be properly filed in such a matter.

**Section 4. Rules of Play.** USYF indoor futsal events shall play by the FIFA "Laws of the Game" as issued by the International Football Association Board, other than for substitution and other rules that may be in effect at certain youth tournaments and competitions.

## **ARTICLE VI MEMBERSHIP ELIGIBILITY**

**Section 1. Membership Categories.** The Members of the USYF shall consist of its registered soccer players, and leagues, and league or team coaches and other staff. Membership shall also include Member Futsal Affiliates or Member Leagues and its teams (classified as Affiliate Members), and the Board of Directors, and may also consist of Affiliate Members. The Board shall establish the criteria for each Membership category and determine whether applicants meet such criteria. To become a USYF Member, an applicant must be approved by a majority vote of the Board, or its designee.

**Section 2. U.S. Youth Futsal Affiliation.** For the purposes of these Bylaws, a Member Affiliate or League shall, at a minimum, be an organization, consisting of coaches, administrators, players, and teams formed for the purpose of playing futsal, developing player and coaching skills, as well as providing competition for its players and coaches. While the primary focus shall be indoor futsal, Member Affiliates and Member Leagues may also participate in other futsal related activities.

**Section 3. Member Club Eligibility.** Any organization, person or league within the territory of USSF shall be eligible to become a Member Affiliate or League of the USYF, as long as the criteria established by the Board are met.

**Section 4. Club Criteria and Standards.** The Board may establish criteria and standards to differentiate Affiliates, Academies, Leagues and other programs which are at various levels of organization and development, and to provide guidance to Members in planning their future growth. The criteria and standards set for Member Affiliates and Leagues are at the sole discretion of the Board and these criteria may also be used as a method of determining eligibility for specific competitions and programs, as long as there are established procedures for determining a Member Affiliate or League's compliance with the criteria and standards, and all Member Affiliates or Leagues have an equal opportunity to achieve such compliance.

**Section 5. Associate Club Eligibility.** The Board may, if it so chooses, establish Membership standards for an Associate Club category. Such category is intended for soccer clubs which do not meet all Membership criteria for full Membership, but which nevertheless desire to join the USYF.

**Section 6. Affiliate Member Eligibility.** The Board may, if it so chooses, establish Membership standards for an Affiliate Member category. Such category is intended for organizations other than futsal leagues and interested individuals.

**Section 7. Voting Rights.** Member Leagues do not have voting rights and only members of the Board of Directors are eligible to vote at meetings of the USYF.

**Section 8. Membership Obligations.** All Members shall abide by the USYF Articles of Incorporation, Bylaws, and the Policies and other directives adopted by the Board.

a. In addition, pursuant to USSF Bylaw 603, a USYF Member shall not discriminate against the participation of players or teams on the basis of that player or team's Membership in, or affiliation with, another organization.

## ARTICLE VII

### TERMINATION OF MEMBERSHIP

**Section 1. Grounds for Termination.** Member Leagues and Affiliate Members may have their Membership in the USYF terminated by a two-thirds (2/3) vote of the Board for failure to pay its financial obligations to the USYF, willful disregard of the Bylaws and Policies of the USYF, conduct which is adverse to the best interests of soccer or the USYF, or other unlawful conduct. Termination includes but is not limited to the following USYF Code Of Ethics and Conduct provisions;

**a. Failure to Pay.** In any event, failure to pay financial obligations to the USYF for more than ninety (90) days past the due date or register the minimum number of teams required by the Board to maintain active membership, shall automatically render a Member inactive until such dues and any late fees or fines are paid, or the required number of teams are registered. While inactive, the Member may not participate in any USYF activities, meetings, or events, or have competitions sanctioned by the USYF.

- b. Prohibited Substances.** USYF prohibits the use and possession of illegal drugs, alcohol, or, in the case of minors, tobacco for any and all coaches and participants at any and all sanctioned programs, events, activities and competitions.
- c. Prohibited Activities.** USYF prohibits nudity and any indecent exposure by any representative, member or participant at any sanctioned programs, events, activities and competitions.
- d. Physical Contact.** USYF prohibits physical contact which has the potential of creating an inappropriate physical or sexual intimacy. An example of prohibited physical contact includes a director, manager and or coach asking a futsal player to sit in their lap.
- e. Bullying.** USYF prohibits Leagues, Affiliates, and or members and players from engaging in any unwanted, aggressive, intimidating behavior designed to influence or harm another whether or not this was purposefully and intentionally committed. This includes but is not limited to acts that have a perceived power imbalance.
- f. Zero Tolerance.** USYF maintains a zero tolerance regarding abuse of all forms. USYF requires every League, Coach and volunteer to assist in creating a safe environment for participants at and during any and all sanctioned USYF tournaments, programs, camps, events, activities and competitions.
  - a. USYF prohibits any form of sexual and or physical abuse on the part of its Member Leagues, Coaches, Director or Players. Allegations of sexual or physical abuse are reasons for termination of membership.
  - b. USYF shall provide prompt and equitable procedures for resolution of complaints of its members and procedures for fair notice and an opportunity for a hearing with respect to any complaint of any Athlete, coach, trainer, manager, administrator or official who is a USYF member.

**Section 2. Notice.** Other than in the case of nonpayment of dues and fees, prior to termination, a Member shall be notified of the specific charges against it and shall have two (2) weeks from the notice to provide a response in writing.

**Section 3. Termination Hearing.** Other than in the case of nonpayment of dues and fees, if so requested in its response, a Member shall be entitled to a hearing before the Board. Procedures for such hearings shall be established in the USYF Policies.

**Section 4. Administrative Remedies.** Members of the USYF agree that they may not present any objection to their termination to the USSF, USOC, or any court of law or tribunal if they have not availed themselves of the provisions of Section 3 herein.

## **ARTICLE VIII USYF OFFICERS**

**Section 1. USYF Officers.** The Officers of the USYF shall consist of the:

- (1) President
- (2) Vice-President
- (3) Secretary
- (4) Chief Financial Officer/Treasurer

a. Officers shall be appointed by the Board of Directors as set forth herein. They shall serve on the Executive Committee and sit on the Board of Directors and have a vote thereon. However, the President shall only vote in the case of a tie vote of the Board Members.

**Section 2. Officer Qualifications.** The President shall be an individual with the level of futsal administrative and technical experience, leadership, and integrity required to fulfill the duties of President. A candidate's current and past futsal experience and the criteria level such clubs have attained shall be an important factor in selecting the President and all officers on the Board.

**Section 3. Officer Appointments.** The Vice President shall be appointed from the then current Board of Directors. The President can, but is not required to be, a current Board Member to be appointed.

**Section 4. Duties of President.** The duties of the President shall be to:

- a. Preside at all meetings of the Board of Directors and Annual and Special meetings of the Members;
- b. Supervise the activities of the Board of Directors;
- c. Subject to the approval of the Board, appoint Standing Committees and Special Committees as may be required for the proper operation of the USYF;
- d. Nominate individuals to fill vacant positions on the Board of Directors;
- e. Represent the USYF at meetings of USSF, and other soccer governing bodies;
- f. Represent the USYF at public functions;

- g. Share check signing authority with the Treasurer;
- h. Sign the annual federal and state tax returns;
- i. Present an annual report of the operation and condition of the USYF at the Annual Meeting and provide a copy to the USSF.

**Section 5. Duties of Vice President.** The duties of the Vice President shall be to:

- a. In the absence of the President, act with the same powers and authority.
- b. In the case of a vacancy in the position of President, serve as President until a replacement President is appointed by the Board;
- c. Be an alternate representative at functions where the President is unable to attend;
- d. Perform such other duties as may be assigned by the President or the Board.

**Section 6. Secretary.** The duties of the Secretary shall be to:

- a. Keep, or cause to be kept, a book of minutes of all meetings and actions taken by the written consent of the Board of Directors, shareholders or any committees appointed by the Board of Directors. The minutes shall set forth any actions taken at any such meeting, its time and place, the names of those present at a board or committee meeting, and the number of shares present or represented at a shareholders' meeting, and, regarding meetings of the shareholders or Board of Directors, the notice thereof given, whether regular or special, and, if special, how authorized.
- b. Keep, or cause to be kept, at the principal executive office or at the office of the corporation's transfer agent, a record of the shareholders of the corporation, which record shall set forth the names and addresses of all shareholders, the number and classes of shares held by each, the number and date of the certificates issued for the same, and the number and date of cancellation of every certificate surrendered for cancellation.
- c. Give, or cause to be given, notice of all meetings of the shareholders and of the Board of Directors required by the Bylaws or by law to be given, and he shall keep the records of the corporation and the seal in safe custody. Perform all duties incident to the office of secretary and shall have such other powers and duties as may be prescribed by the Board of Directors or the Bylaws.

**Section 7. Chief Financial Officer/Treasurer.** The duties of the Chief Financial Officer/Treasurer shall be to:

- a. Keep and maintain, or cause to be kept and maintained, adequate and correct books and records of account of the corporation's properties and business transactions, including accounts of its assets, liabilities, receipts, disbursements, gains, losses, earned surplus and shares.
- b. Have charge and custody of and be responsible for all funds, securities and other valuables of the corporation; receive and give receipts for moneys due and payable to the corporation from any source whatsoever, and deposit all such moneys in the name of the corporation at the depositories; and, in general, have all the duties and powers incident to the office of Chief Financial Officer/Treasurer, as well as any other duties or powers which may be prescribed by the Board of Directors or the Bylaws.

## ARTICLE IX BOARD OF DIRECTORS

**Section 1. Board Members.** The Board of Directors shall consist of between two (2) and five (5) individuals, as follows:

- Chairman (1; appointed)
- Vice- Chairman (1; appointed)

At some time in the future, at the sole discretion on the Board Of Directors, the Board may choose to appoint or elect Regional Board Directors and or At-Large Directors (up to 4; appointed)

Regional Directors may represent the following territories:

- (1) Eastern Region (2) Midwest Region (3) Southern Region (4) Western Region.
  - (2) Term of Regional Board Directors. The term of each elected Director of the Board shall be for three (3) years. Such term shall commence on January 1 of the applicable year, and end on the last day of December three (3) years later.
- Elections. The Board may establish a procedure and system of mail or digital balloting for all Board elections. Board elections shall occur no later than November 28<sup>th</sup> of any applicable year, *at the Annual Meeting of the Members*, unless a system of mail or digital balloting is adopted.

**Section 2. Executive Committee.** The Board shall establish an Executive Committee, which may act for the Board in all matters except for amending the USYF Articles of Incorporation, adopting or amending Bylaws, approving the annual budget, removing Officers or Directors, or

disciplining Members. The Executive Committee shall consist of the Officers and at least one (1) other Board Member.

**Section 3. Vacancies.** Vacancies on the Board shall exist: (1) on the death, resignation or removal of any Director; or (2) whenever the number of authorized Directors is increased by amendment to these Bylaws. Subject to the Board approval, the Chairman shall nominate suitable candidates to fill vacant positions on the Board to complete the vacant Board Member's remaining term. In the event that the position of Chairman becomes vacant, the Vice Chairman shall fill the position until a new Chairman is appointed by the Board.

a. If at the time of a scheduled election no qualified candidate files for election to an open Board seat, the Board may appoint an individual who is otherwise qualified for such seat for the three-year term.

**Section 4. Compensation for Directors.** Directors may receive such compensation for their services and such reimbursement for expenses as may be fixed or determined by resolution of the Board of Directors.

**Section 5. Non-Liability of Officers and Directors.** The Officers and Directors shall not be personally liable for the debts, liabilities, or other obligations of the Corporation.

## ARTICLE X

### REMOVAL OF OFFICERS AND BOARD DIRECTORS

Any USYF Officer or Board Director may be removed by the Board for cause, after reasonable notice, hearing, and reasonable opportunity to present one's case. Removal shall require a two-thirds (2/3) vote of the Board. The Officer or Director being considered for removal shall not vote. Removal of an Officer or Board Director also simultaneously removes the individual from all other positions and Membership in the USYF.

## ARTICLE XI

### DUTIES OF THE BOARD OF DIRECTORS

**Section 1. General Powers.** Subject to the provisions of the Kansas law and any limitations in the Articles of Incorporation and Bylaws relating to action required or permitted to be taken or



approved by the Members, if any, of this Corporation, the activities and affairs of this Corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the Board of Directors.

**Section 2. General Duties.** It shall be the duty of the Board to:

- a. Perform any and all duties imposed on them collectively or individually by law, by the Articles of Incorporation of this Corporation, or by the Bylaws or Policies;
- b. Appoint and remove, employ and discharge, and except as otherwise provided in these Bylaws, prescribe the duties and fix the compensation, if any, of all Officers, Directors, agents and employees of the Corporation;
- c. Supervise all Officers, agents and employees of the Corporation to assure that their duties are performed properly;
- d. Meet at such times and places as required by these Bylaws;
- e. Register their addresses with the Secretary of the Corporation and notices of meetings mailed or telegraphed to them at such addresses shall be valid notices thereof;
- f. Establish criteria for USYF Membership, and review and approve Membership applications;
- g. Establish and collect Membership dues and fees, as well as late fees;
- h. Discipline Members, including suspensions, fines, placing them in bad standing, or terminating Membership pursuant to these Bylaws;
- i. Decide disputes and grievances between Members relating to USYF activities;
- j. Approve an annual budget for the USYF and review and approve budget amendments as necessary;
- k. Adopt or amend these Bylaws pursuant to Article XVI of these Bylaws;
- l. Exercise all powers and undertake all responsibilities not specifically prohibited or reserved to another by the Articles of Incorporation or these Bylaws.

**Section 3. Committees.** The Board may approve the appointment of Standing Committees and Special Committees as required to assist in carrying out the duties and business of the Board. The Standing Committees and their duties may be defined in these Bylaws. A time limit shall be established for the duration of any Special Committee.

**Section 4. USYF Policies.** The Board shall have the sole authority to adopt Policies by majority vote to assist in the implementation of the Bylaws. No Policy may conflict with these Bylaws.

**ARTICLE XII**  
**BOARD MEETINGS**

**Section 1. Regular Meetings.** The Board of Directors shall meet at least two (2) times a year at a time and place determined by the Chairman and made known in advance to each of the Directors. At the first meeting in each calendar year, the schedule for meetings shall be developed in conjunction with the Board. The schedule may be changed by the Chairman for good cause.

a. Notice of each meeting shall be given in writing and shall state the place, date and hour of the meeting and the purpose or purposes for which the meeting is called.

b. If, at any meeting, action is proposed to be taken which, if taken, would entitle objecting shareholders to receive payment for their shares, the notice shall include a statement of that purpose and to that effect.

c. A copy of the notice of each meeting shall be given, personally or by first class mail, not less than ten nor more than sixty days before the date of the meeting, to each person entitled to vote at such meeting. If mailed, such notice shall be deemed to have been given when deposited in the United States mail, with postage thereon prepaid, directed to the shareholder at his or her address as it appears on the record, or, if he or she shall have filed with the Secretary of the Corporation a written request that notices to him or her be mailed to some other address, then directed to him or her at such other address.

d. When a meeting is adjourned to another time or place, it shall not be necessary to give any notice of the adjourned meeting if the time and place to which the meeting is adjourned are announced at the meeting at which the adjournment is taken. At the adjourned meeting any business may be transacted that might have been transacted on the original date of the meeting.

e. Notice of a meeting need not be given to any shareholder who submits a signed waiver of notice, in person or by proxy, whether before or after the meeting. The attendance of any individual at a meeting, in person or by proxy, without protesting prior to the conclusion of the meeting the lack of notice of such meeting, shall constitute a waiver of notice by him or her.

**Section 2. Special Meetings.** Special meetings may be called by the Chairman.

At least one (1) week advance notice of such meeting shall be given in order that all Board Members may attend, but any such meeting must be held within two (2) weeks of such notice. The special meeting shall take up only that business for which the meeting is called.

**Section 3. Telephonic Meetings.** Any Board meeting may be held telephonically if so provided for in the meeting notice and if the equipment allows all Directors participating in the meeting to hear each other at the same time.

a. Board Members unable to attend any regular or special meeting may participate telephonically in that meeting if permitted to do so by the Chairman or a majority of the Board. Directors participating by such means shall be deemed to be present in person at the meeting.

b. In addition to regular and special meetings, the Chairman may conduct an informational telephonic meeting of the Board at any time to inform the Board of certain facts or otherwise discuss a particular matter. No Board action may be taken at such an informational meeting.

**Section 4. Meeting Chairman.** The Chairman shall preside over all Board meetings. In his absence the Vice Chairman shall preside.

**Section 5. Robert's Rules.** Except as otherwise provided for in these Bylaws, all Board meetings shall be conducted pursuant to the latest edition of Robert's Rules of Order.

**Section 6. Quorum and Voting.** A quorum shall consist of a majority of the current voting Directors. Each Director shall have one (1) vote and, must be present to vote unless participating pursuant to Section 3 herein. No proxies shall be allowed. Unless provided for in these Bylaws or otherwise required by Robert's Rules, action shall be taken by majority vote. The Chairman shall not vote except to decide a tied vote.

**Section 7. Order of Business.** The order of business at regular meetings shall be generally as follows:

- (1) Call to Order
- (2) Roll Call
- (3) Approval of minutes to previous meeting (4) Reports
- (5) Old business
- (6) New business
- (7) Adjournment

**Section 8. Executive Session.** Board meetings are open to all Members of the USYF. The Chairman may designate certain parts of a meeting to be executive sessions of the Board, where only Board Directors and invited Members may be present, in order to discuss confidential or sensitive business.

**Section 9. List of Individuals at Meetings.** A list of the shareholders as of the record date, certified by the Secretary or by a transfer agent, shall be produced at any meeting of the shareholders upon the request thereat or prior thereto of any shareholder. If the right to vote at any meeting is challenged, the inspectors of election, or the person presiding thereat, shall require such list of the shareholders to be produced as evidence of the right of the persons challenged to vote at such meeting, and all persons who appear from such list to be shareholders entitled to vote thereat may vote at such meeting.

## **ARTICLE XIII**

### **GENERAL MEMBERSHIP MEETINGS**

**Section 1. Annual Meeting.** A meeting of the Members of the USYF may be held once each fiscal year at a time and place designated by the Board at least ninety (90) days prior to the Meeting. As an alternative to such a meeting, the Board may establish a system of mail or digital balloting by which eligible Members may cast votes for members of the Board. If an Annual meeting is held, an agenda for the Annual Meeting shall be provided to the Members no less than thirty (30) days prior to such Meeting. The Board shall determine the agenda for any Annual Meeting, and Members may request agenda items via their Regional Board Director. Once the agenda has been provided to the Members, no additional items may be added to agenda that require a vote of the Members. This provision may be suspended by an unanimous vote of the Members.

**Section 2. Special Meeting.** A Special Meeting of the Members or of the Board may be called by the Chairman, or a two-thirds (2/3) vote of the Board. Notice and the agenda for such a Meeting shall be provided to the Members or Board Members as the case may be at least thirty (30) days prior to the meeting, and the business items shall be limited to those set forth in the notice and agenda.

a. In lieu of a Special Meeting, if such meeting would be impractical, the Board may conduct a mail or digital vote among the Members or a web-based interactive meeting pursuant to procedures set forth in a Policy adopted by the Board for such meetings.

**Section 3. Article and Bylaw Amendments.** Amendments to the Bylaws may be proposed by the Board, or by a written petition of twenty percent (20%) of the voting Member Clubs, filed with the Chairman at least thirty-five (35) days prior to the date of any Annual Meeting. Only the Board may propose amendments to the Articles of Incorporation.

**Section 4. Meeting Chairman.** The chairman of the Annual Meeting shall be the USYF Chairman, or in his or her absence the Vice Chairman.

**Section 6. Order of Business and Elections.** The order of business at regular meetings shall generally be as follows:

- (1) Call to Order
- (2) Roll Call
- (3) Approval of minutes to previous meeting
- (4) Reports
- (5) Old business
- (6) New business
- (7) Officer and Board Elections (unless by mail or email balloting)
- (8) Adjournment

- a. For the purposes of elections, nominations will be accepted by the Chairman from the floor. A second to a nomination is not required. Delegates shall have a brief opportunity to speak on behalf of a candidate, and the candidate may also address the Meeting. After there are no further nominations, the Chairman will deem the nominations closed. Votes shall be by written ballot, and shall be counted by a committee appointed by the Chairman and approved by a majority of the voting Members prior to the elections. If the chairman of the meeting is standing for election, he shall not serve as chairman of the meeting during that election.
- b. If the Board adopts a system of mail or email balloting for Board elections the provisions of Subsection (a) above may be modified accordingly.
- c. The Board shall approve the method of voting (by colored ballot or otherwise) so that only Member Clubs from a Region vote for their Regional Board Director to the Board.

**ARTICLE XIV**  
**FISCAL AND CONTRACTUAL MATTERS**

**Section 1. Fiscal Year of the Corporation.** The fiscal year of the Corporation shall begin on the first (1<sup>st</sup>) of January and end on the thirty-first (31<sup>st</sup>) of December in each year.

**Section 2. Checks and Notes.** Except as otherwise provided by resolution of the Board of Directors, or as otherwise required by law, checks, drafts, promissory notes, orders for the payment of money and other evidence of indebtedness of the Corporation shall be signed by the Secretary and countersigned by the President.

**Section 3. Deposits.** All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board of Directors may select.

**Section 4. Gifts.** The Board of Directors may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the charitable or public purposes of this Corporation.

**Section 5. Annual Accountant's Review.** At the end of each fiscal year, the Board may appoint an auditor, independent of the Board, to perform a formal review of the financial records of the USYF.

**Section 6. Annual Financial Report.** The Board may cause an annual financial report to be available at the Annual Meeting, if one is held, which report shall contain the following information in appropriate detail:

- a. The assets and liabilities, including the trust funds, of the Corporation as of the end of the fiscal year;
- b. The principal changes in assets and liabilities, including trust funds, during the fiscal year;
- c. The revenue or receipts of the Corporation, both unrestricted and restricted to particular purposes, for the fiscal year;
- d. The expenses or disbursements of the Corporation, both general and restricted purposes, during the fiscal year.

**Section 7. Execution of Instruments.** The Board of Directors, except as otherwise provided in these Bylaws, may by resolution authorize any Officer, agent, or employee of the Corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the

Corporation, and such authority may be general or confined to specific instances. Unless so authorized, no Officer, agent, or employee shall have any power or authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable monetarily for any purpose or in any amount.

## **ARTICLE XV**

### **CORPORATE RECORDS, REPORTS AND SEAL**

**Section 1. Maintenance of Corporate Records.** The Corporation shall keep at its principal office:

- A. Minutes of all meetings of the Directors and voting Members, indicating the time and place of holding such meetings, whether regular or special, how called, the notice given, and the names of those present and the proceedings thereof;
- B. Adequate and correct books and records of account, including accounts of its properties and business transactions and accounts of its assets, liabilities, receipts, disbursements, gains and losses;
- C. A record of its voting Members, indicating their names and address and, if applicable, the class of Membership held by each Member and the termination date of any Membership;
- D. A copy of the Corporation's Articles of Incorporation and Bylaws as amended to date, which shall be open to inspection by the Members of the Corporation at all reasonable times during office hours.

**Section 2. Corporate Seal.** The Board of Directors may adopt, use, and at will alter, a corporate seal. Such seal shall be kept at the principal office of the Corporation. Failure to affix the seal to corporate instruments, however, shall not affect the validity of such instrument.

**Section 3. Inspection Rights.** Every Director shall have the absolute right at any reasonable time to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the Corporation

**Section 4. Right to Copy and Make Extracts.** Any inspection under the provisions of this Article may be made in person or by agent or attorney and the right to inspection includes the right to copy and make extracts.

**ARTICLE XVI**  
**AMENDMENT OF ARTICLES AND BYLAWS**

**Section 1. Amendment of Articles.** After Members, if any, have been admitted to the Corporation, amendment of the Articles of Incorporation may be adopted by the approval of the Board of Directors and by the approval of the Members of this Corporation.

**Section 2. Certain Article Amendments.** Notwithstanding the above sections of this Article, this Corporation shall not amend its Articles of Incorporation to alter any statement which appears in the original Articles of Incorporation of the name and address of its initial agent, except to correct an error in such statement pursuant to Kansas Corporation Law.

**Section 3. Notice.** Any amendments to the Articles, Bylaws, and Policies shall be provided to the USYF Members within two (2) weeks of their adoption, and to the USSF within ninety (90) days of their adoption.

**ARTICLE XVII**  
**INDEMNIFICATION AND INSURANCE**

**Section 1. Indemnification by the Corporation of Directors, Officers, and Others.** To the extent that a person who is, or was, a Director, Officer, employee or official representative of the Corporation either settles a claim or sustains a judgment against him arising out of acts he took or should have taken on behalf of this Corporation, then indemnification against expenses, judgments, fines, settlements and other amounts reasonably incurred in connection with such action or proceeding shall be provided by this Corporation, but only to the extent allowed by, and in accordance with the requirements of, Kansas Corporation Law.

a. Any expenses incurred by a qualified individual in connection with the defense of any litigation may be paid by the USYF in advance of a final disposition of the litigation upon receipt of a written, binding agreement by that individual to repay the amount advanced if it is determined that the individual is not entitled to indemnification under this Bylaw.

**Section 2. Insurance for Corporate Agents.** The Board of Directors may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the Corporation (including a Director, Officer, employee or other agent of the Corporation) against any liability



other than for violating provisions of law relating to self-dealing asserted against or incurred by the agent in such capacity or arising out of the agent's liability under the provisions of the Kanas Corporation Law.

## **ARTICLE XVII**

### **GENERAL**

**Section 1. Counting Days.** References to days in the Bylaws and Policies shall mean all calendar days, unless the term "business days" is used, in which case Saturdays, Sundays, and Federal Holidays shall not count. In counting days, the first day shall commence on the day after a specified event and end on the date so specified (i.e. ten (10) days shall begin on the day after the specified event and end on the tenth (10<sup>th</sup>) day).

**Section 2. Gender.** In all cases in these Bylaws, the pronoun he, his, etc. may be substituted for she, her, etc. and vice versa. USYF does not discriminate against individuals because of gender identity, including transgender status, or because of sexual orientation.

JP Soccer, Inc.  
(A Kansas Corporation)

**CERTIFICATE OF SECRETARY**

I am the duly elected, qualified and acting secretary of JP SOCCER, INC., I certify that the foregoing Bylaws consisting of the prior twenty (20) pages were adopted as the Bylaws of this Corporation on \_\_\_\_\_ by the Board of Directors of this Corporation.

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Kelly Parry, Secretary



PRESS RELEASE

For Immediate Release  
Monday, August 13, 2018

## **Growing the Game - USYF Announces New Regional Structure & League Benefits**

*Establishing a strong foundation for growth with the Top Leaders in Futsal— Building for the Future Today.*

OVERLAND PARK, KS, Monday, August 13, 2018 —With a Focus on Growth: United States Youth Futsal (<https://www.usyouthfutsal.com>), the leader in youth futsal, today announced its new USYF Regional structure.

U.S. Youth Futsal will feature a network of eight Regions, each geographically focused to support growth of the game. The new management structure is effective immediately.

“U.S. Youth Futsal is the premier leader in player development for futsal in the United States — and we are futsal specific,” said **Jon Parry**, Executive Director and founder of USYF. “We complement youth soccer and provide a compelling player development environment. The best professional soccer players in the world, including **Ronaldo, Messi, Ronaldinho, Xavi, Pele** and **Neymar** have credited futsal to developing their skills. If we want today’s American youth players to compete successfully in upcoming FIFA World Cups, we need to create training opportunities to enable them to take their game to the next level. Our goal is to use futsal to develop players who can compete at the highest levels of futsal and soccer in the world. USYF’s new regional structure will provide greater leadership and support as we meet the needs of our 115 existing and upcoming expansion leagues and all work together to develop world class players.”

***“I am incredibly proud of our highly talented team of Region Directors,” said Parry. “Together as a group, this leadership team is unparalleled in its experience, each with a long history of contributing to the game.”***

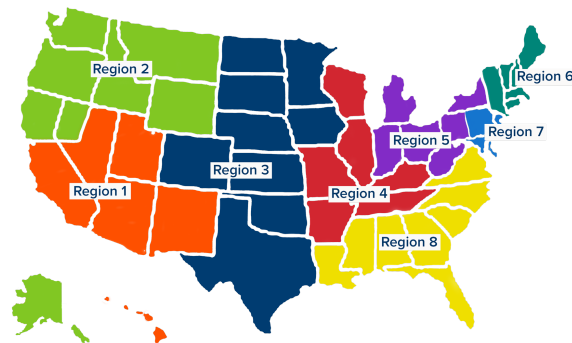
Ever since 1994, U.S Youth Futsal has been setting the highest of standards in youth futsal and has leagues in more than 30 states. In July, USYF announced its Player Safety Initiatives to provide for the safest possible environment for all players. The new Player Safety Initiatives include the U.S. Center for SafeSport course and mandating top level, national background checks for all coaches and managers.

“USYF provides the best possible futsal environment and when a player registers with USYF, there is now comprehensive and multi-level support. We will now deliver a more consistent player development experience for all our 50,000 plus players across the USA,” said Parry. “U.S. Youth Futsal is committed to supporting and serving our coaches and players, delivering best-in-class futsal specific local, regional and national level competitions as well as Futsal I.D., Coaching Education, Referee Development, International Youth Teams and our new USYF Academy program,” said Parry. “No other organization does more to promote the game of futsal or provide opportunities for its players.”



In the last 90 days, USYF has applied for direct membership with U.S. Soccer and created several additional new initiatives including a scholarship program, funding for league marketing, a technology partnership with Stack Sports / U.S. Soccer Connect, and standardized the player registration fee.

### USYF Eight Regions Announced:



Region I (1)	Sean Bowers	Southwest	Arizona, Eastern Nevada, Hawaii, New Mexico, Southern California, Utah
Region II (2)	James Kavanagh	Northwest	Alaska, Northern California, Western Nevada, Oregon, Washington, Idaho, Montana, Wyoming
Region III (3)	Brian Catrine	Central	Colorado, Iowa, Kansas, Minnesota, Nebraska, North Dakota, South Dakota, Oklahoma, Texas
Region IV (4)	Keith Tozer	Midwest	Arkansas, Illinois, Kentucky, Missouri, Tennessee, Wisconsin
Region V (5)	Otto Orf	Great Lakes	Indiana, Michigan, Ohio, West Virginia, Western Pennsylvania, Western New York
Region VI (6)	Soorena Farboodmanesh	Northeast	Connecticut, Eastern New York, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
Region VII (7)	Lee Tschantret	Atlantic	Delaware, DC, Eastern Pennsylvania, Maryland, New Jersey
Region VIII (8)	Joe Farrell	Southeast	Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, Virginia

“The new U.S. Youth Futsal Regional structure provides for immense potential and I look forward to working with other regions and all the leagues to build the USYF futsal coaching education program that best serves our national markets,” said **Keith Tozer**, former Head Coach of U.S. Futsal National Team. “I am honored to be the Region IV Director as well as the USYF Technical Director. With this professional management plan, USYF now has the strong foundation to achieve both a high level of player development and increase participation in futsal.”



Working with Keith Tozer, Sean Bowers, Otto Orf, Lee Tschantret and the many former professional U.S. Futsal National team players who are league and region directors, USYF is the preeminent futsal organization in America.

“I am thrilled that USYF has asked me to be the Southwest Regional Director,” says **Sean Bowers**, USYF Region I Director and longtime former captain of the U.S. Futsal National Team. “It is my goal to bring futsal to our entire region as a tool to develop players who will be able to compete at the highest levels of futsal and soccer in the world.”

“The new USYF Regional structure is another exciting development for the sport of futsal in the USA and demonstrates again how USYF continues to lead the way with the evolution of the game in this country,” says **James Kavanagh**, Region II Director. “I am thrilled to be the Regional Director for Region II and I am excited to see the continued growth in participation numbers in the coming years.”

“The new USYF Regional structure is another positive example of USYF investing in the long term growth of Futsal,” says **Brian Catrine**, Region III Director. “The new structure will provide significantly more resources to help develop new leagues, provide more support to our existing partners, and continue its industry leading education and identification programs.”

“As USYF looks to expand its programming to allow more players to compete at the highest level of youth futsal, it is critical that we have the support of highly experienced leaders in the game of futsal,” says **Otto Orf**, USYF Region V Director.

“The USYF Regional Directors understand the needs of their regions more than anyone else — having years of experience working with USYF’s programs,” says **Soorena Farboodmanesh**, USYF Region VI Director. “Now, with this highly professional structure, Region Directors will be able to help USYF Leagues grow futsal in their states.”

“Like the other Regional Directors, I am excited to promote and develop Futsal in my area as Region VII Director. Futsal is the common thread that links most of the greatest players in the world,” says **Lee Tschantret**, former Captain of the U.S. Futsal National Team. “I know what a positive impact this sport has had on my soccer career and want to help establish Futsal as the defacto sport for all soccer players.”

“USYF’s new regional structure provides excellent leadership and support for our leagues all across the country,” says **Joe Farrell**, Region VIII Director. “At USYF, we want every player to discover how important futsal is for player development. The USYF Regional structure now provides a consistent and dedicated focus on establishing the best player development environments and offer a proven pathway for success.”

“Our organization serves many stakeholders — including participating players, the coaches who understand the value of futsal, the parents looking to improve their children’s skills, and the Directors of the 115+ USYF affiliated leagues and academies. The USYF programming will accelerate the already impressive experience of those who have participated in USFY events,” says **John Sciore**, USYF Director of Development.



# USYF League Directory

## ARIZONA

- [Arizona Futsal League](#), Phoenix
- [Global Elite Futsal Tucson](#), Tucson

## ALABAMA

- [Birmingham Futsal](#) Birmingham

## CALIFORNIA

- [619 Futsal](#), San Diego
- [Joga Futsal Santa Barbara](#), Santa Barbara
- [Northern California Premier Futsal League](#), Sacramento
- [Stanford-Palo Alto Futsal](#), South Bay, South Peninsula, Mid Peninsula

## COLORADO

- [303FUTSAL Academy](#) Denver (Academy)
- [Futsal Colorado](#), Denver-North
- [Futsal Colorado2](#), Denver-South
- [Core Futsal Academy](#), Fort Collins (Academy)
- [Northern Colorado Futsal League](#), Fort Collins

## CONNECTICUT

- [Constitution United Futsal](#), Trumbull, Meriden and New Milford



## FLORIDA

- [Apopka Futsal](#), Apopka
- [Belleview-Santos Futsal](#), Belleview/Ocala
- [Boca Raton Futsal](#), Boca Raton
- [Broward Futsal League](#), Broward County
- [Central Florida Futsal](#), Orlando
- [Deerfield Beach Futsal](#), Deerfield Beach
- [FC Futsal](#), Miami (Academy Only)
- [Fort Myers Futsal](#), Fort Myers
- [Naples Futsal](#), Naples
- [Tampa Bay Futsal](#), Clearwater, Dunedin

## GEORGIA

- [ATL Futsal](#), Atlanta

## IDAHO

[Idaho Futsal](#), Boise, Middleton

## ILLINOIS

- [Chicagoland Futsal](#), Naperville
- [Joliet Cadence Futsal](#), Joliet

## INDIANA

- [Fort Wayne Futsal](#), Fort Wayne
- [Futsal Indy](#), Indianapolis
- [SO.IN Futsal Academy](#), Floyds Knobs



## KANSAS

- **Fountain City Futsal Academy**, New Century, Olathe (Academy Only)
- **Futsal Wichita**, Wichita
- **Heartland Futsal**, Overland Park, New Century and Shawnee

## KENTUCKY

- **Louisville Futsal**, Louisville
- **Sportstutor**, Owensboro

## MARYLAND

- **Pro Soccer Academy's Premier Futsal**, Baltimore

## MASSACHUSETTS

- **Cape Cod Futsal**, Hyannis
- **Eastern Premier Futsal**, Concord, Mansfield, Marlborough
- **Massachusetts Futsal Association**, Brookline, Dedham, Lexington, Lowell, Marlborough, Newton
- **Netripper Futsal Academy**, Boston (Academy)
- **OSB Futsal Academy**, Dracut (Academy)
- **Western Massachusetts Futsal**, Western Massachusetts

## MICHIGAN

- ABK Futsal Academy, Grand Rapids (Academy Only)
- **Capital Area Futsal**, Lansing
- **Detroit Elite FC**, Detroit (Academy Only)
- **East Michigan Futsal**, Ann Arbor, Auburn Hills, Canton, Novi,
- **Kalamazoo Portage Futsal**, Kalamazoo, Portage
- **Mid Michigan Futsal**
- Northern Futsal Premier League
- **West Michigan Futsal**, Kentwood





## MINNESOTA

- [Minnesota Futsal](#), St. Paul
- [Rochester Futsal League](#), Rochester

## MISSISSIPPI

- [Futsal Escola](#), Olive Branch (Academy Only)

## MISSOURI

- [Northland Futsal League](#), Kansas City
- [Gateway Futsal](#), Greater St. Louis and East Side

## NEBRASKA

- [Council Bluffs – Omaha Futsal](#), Omaha

## NEVADA

- [Futsal Sports Arena](#), Reno

## NEW HAMPSHIRE

- [Eastern Premier Futsal](#), Derry, Plaistow
- [FutsalNH](#), Concord, Derry, Dover, Manchester, Nashua, Plaistow

## NEW JERSEY

- [Central Jersey Futsal](#), Ocean County
- [Marlton Futsal League](#), Marlton
- [Mercer Futsal League](#), Princeton
- [Monmouth Futsal League](#), Jersey Shore
- [South Jersey Futsal](#), Pitman, Sewell



## NEW YORK

- [BSSNY Bronx Futsal Academy](#) Bronxville (Academy)
- [Futsal 516](#), Nassau County
- [Futsal Rochester](#), Rochester
- [Futsal Rockland](#), Rockland
- [Futsal Westchester](#), Westchester
- [Long Island Futsal](#), Long Island
- [Long Island Futsal Academy](#), Long Island (Academy)
- [Staten Island Futsal](#), Staten Island
- [Syracuse Futsal](#), Syracuse
- [TST Futsal New York](#), Queens

## NORTH CAROLINA

- [F5 Futsal](#), Charlotte
- [Wilmington NC Futsal](#), Wilmington

## OHIO

- [Columbus Futsal League](#), Columbus
- [Great Lakes Futsal](#), Akron, Avon, Brunswick, Mentor, Parma

## OKLAHOMA

- [Futsal Of Tulsa](#), Tulsa

## OREGON

- [Eugene Futsal](#), Eugene



## PENNSYLVANIA

- **Bucks Futsal**, Southampton, PA
- **Futsal Central PA**
- Penn West Futsal, Monroeville
- **Philadelphia Futsal**, Philadelphia
- **Pittsburgh Futsal League**, Pittsburgh
- **Susquehanna Valley Futsal**, Williamsport
- **Tri County Futsal**, Lewisburg

## RHODE ISLAND

- **Eastern Premier Futsal**, Providence

## SOUTH CAROLINA

- **Elite Futsal Charleston**, Charleston, Mt. Pleasant
- **F5 Futsal**, Charlotte
- **Mount Pleasant Futsal**, Mt. Pleasant (Academy only)

## TENNESSEE

- **Memphis Futsal**, Collierville
- **Knoxville Futsal**, Knoxville

## TEXAS

- **Brownsville Futsal**, Brownsville
- **Central Texas Futsal**, Austin, Cedar Park
- **Futsal Houston**, Houston

## UTAH

- **Salt City Futsal**, Salt Lake City



## VIRGINIA

- [Central Virginia Futsal](#), Fredericksburg
- [FutsalCLV](#), Charlottesville, VA
- [Futsal RVA](#), Midlothian, Richmond, Rockville
- [Greater Fredericksburg Futsal League](#), Fredericksburg
- [Metro Futsal](#), Annandale
- [Momentum Futsal](#), Fredericksburg
- [True Futsal](#), Roanoke/Lynchburg
- [Virginia Beach Futsal 5ives](#), Virginia Beach

## WASHINGTON

- [Pacific Northwest Premier Futsal League](#), Seattle

## WEST VIRGINIA

- [Futsal West Virginia](#), Fairmont

## WISCONSIN

- [Madison Futsal](#), Madison, Verona
- [Wisconsin Youth Futsal](#), Hartland, Lake Geneva, Milwaukee
- [Wisconsin Futsal League](#), Milwaukee



# Futsal Rules of Play

## General Rules

- Teams may call one one-minute timeout per half (when in possession of ball, ball out of play).
- There is no overtime, injury time or stoppage time.
- Teams are comprised of four outfield players and one goalkeeper.
- The goalkeeper must wear a different color jersey than the outfield players.
- There is no offsides in futsal.
- 

## Substitutions

- All substitutions are on the fly, this includes goalkeeping substitutions. Referees will not stop play for goalkeeping substitutions.
- A substitute may not enter the match until the player leaving the match is at the touchline in the substitution zone.
- Any substitute who enters the field of play before the player being replaced has completely left the field of play may be shown a yellow card.
- All substitutions must take place in the technical area (in front of the team bench)-- *not* at the half-way line.
- All teams will switch benches (and ends) at the beginning of halftime, ensuring that all substitutions take place in the defensive half.



## Restarts

**Kickoffs:** are indirect. The ball must be played forward first. Tapped balls are not in play – the ball must move forward.

**Kickins:** are indirect. The ball must be placed on or no more than 10 inches behind the line and the kick must be taken within 4 seconds. The kicker's non-kicking foot must be out of bounds or on the line. (A kickin that goes directly in the opposing goal is a goal clearance for the opposing team. A kickin that goes directly in the defensive goal is a corner kick of the opposing team.)

**Goal Clearances:** are taken when the ball wholly crosses the goal line after being touched last by the attacking team. The goalkeeper must use his hands to roll, bounce or throw the ball from anywhere inside the penalty area to outside the penalty area.

**Corner Kicks:** are direct. The ball must be placed directly on the corner spot and the kick must be taken within 4 seconds.

**Free Kicks:** may be indirect or direct. The ball must be stopped completely before the kick may be taken.

**Penalty Kicks:** are taken from the penalty spot and must be shot at goal by a clearly identified kicker. Defenders may not be nearer to the ball than 16 feet and must be behind an imaginary line running from touchline to touchline even with the penalty spot.

**Distance:** For all of the above, except goal clearances, opponents may not be closer to the ball than 16 feet.

**Ceiling:** If the ball hits the ceiling or other object, the team that did not touch the ball last restarts play with a kickin from the nearest point on the touchline.



## Fouls and Misconduct

**Indirect Free Kicks:** When a player plays in a dangerous manner, impedes an opponent (without playing the ball), slides, prevents the goalkeeper from releasing the ball with her hands or commits any offence for which play is stopped to caution or eject a player.

**Direct Free Kicks:** When a player kicks or attempts to kick an opponent, slidetackles an opponent or slides with an opponent near (automatic yellow card/caution), jumps at an opponent, charges at an opponent, strikes or attempts to strike an opponent, pushes an opponent, holds an opponent, spits at an opponent or handles the ball deliberately.

**Yellow Card / Caution:** The offending player is shown a yellow card. If a player earns two yellow cards in a match, he is shown a red card.

**Red Card / Ejection:** The offending team plays down for two minutes unless scored upon before the two-minute penalty expires. The offending player serves a minimum one-match suspension.

**Accumulated Fouls / AFPK:** All penal fouls are recorded on the scoresheet and on the scoreboard. If red fouls blue a sixth time in one half, for that sixth penal foul and all subsequent penal fouls in that half, blue is awarded an accumulated fouls penalty kick. If the foul occurs farther from the attacking goal than the second penalty spot, the AFPK is taken from the second penalty spot. If the foul occurs nearer to the attacking goal than the second penalty spot (but outside the penalty area, of course), the attacking team may choose whether to take the AFPK from the second penalty spot or from the spot of the foul. All AFPK's must be shot at goal by a clearly identified kicker. The defending team may not make a wall and may not be nearer to the ball than 16 feet and must be behind an imaginary line running from touchline to touchline even with the spot of the kick. The goalkeeper may be off her line, but may not be nearer than 16 feet from the ball. Accumulated fouls are reset to zero at the beginning of the second half.

**Second Penalty Spot:** 30 feet from the center of the goal

**Penalty Spot:** 20 feet from the center of the goal

**Advantage:** Advantage will be applied in futsal, with penal fouls still counting as accumulated fouls. If the referee shouts, "play on" and gestures with both arms, the foul was a penal foul and will be counted accordingly. If the gesture is with one arm, the free kick would have been indirect and thus does not count toward the total.



## The Goalkeeper

- Must wear a different color shirt. She may wear long pants and/or other padding as deemed safe by the match referee.
- May receive a kickin directly.
- May kick the ball directly over the half-way line.
- May score directly with his feet during the run of play.
- May not punt or drop-kick the ball. (Ball must settle to the ground or be touched first, no "air" under the ball when kicked.)
- May not possess the ball for more than four seconds in her own half.
- May throw the ball directly across the half-way line. A ball thrown directly into the opposing goal results in a goal clearance for the opposing team.
- May only touch/receive the ball once per team possession.





# Player Safety Initiatives

## US Youth Futsal Code of Conduct

### Player Safety Initiatives — Protecting Young Athletes

*The US Youth Futsal (USYF) Code of Conduct applies to all staff, volunteers, members and participants who are involved or engaged with any sanctioned US Youth Futsal program, event, activity or competition. The USYF Code of Conduct Policy is intended to provide guidance in addition to but not replace any applicable state or federal laws. At USYF, we observe high standards of conduct, and we expect all those participating with us to help maintain such high standards and assist in creating a safe environment.*

All athletes deserve to play futsal and develop their skills in a positive environment which fosters their love of the game.

**Zero Tolerance** — It is extremely important to US Youth Futsal (USYF) that players are able to participate in sports free from bullying, hazing, sexual misconduct or any form of emotional or physical abuse.



USYF will work with the U.S. Center for SafeSport (<https://safesport.org>), the first and only national organization of its kind focused on ending all forms of abuse in sports. USYF adheres to the International Olympic Committee (IOC) Code of Ethics and Abuse-Prevention Standards and follows the protocols for the Sexual Abuse Prevention and Reporting Procedures.

USYF mandates that all registered coaches and staff members are required to take the **SafeSport** online training and, as an organization, is committed to creating and maintaining an environment where everyone who participates in USYF programs and activities can work and learn together without free from any form of abusive misconduct.

Any form of harassment; psychological abuse, physical abuse, sexual harassment (verbal or physical conduct of a sexual nature which is unwelcome, or where consent is coerced, manipulated or cannot be given) will not be tolerated. Harassment may be deliberate, unsolicited and coercive.

Further details and examples of what can constitute harassment and abuse can be found in the IOC Consensus Statement: Harassment and Abuse in Sport (2016).

**[IOC Safeguarding Toolkit](https://www.usyouthfutsal.com/player-initiatives) is available on the USYF website at <https://www.usyouthfutsal.com/player-initiatives>**

**From:** [Diane Scavuzzo](#)  
**To:** [Greg Fike](#)  
**Cc:** [Jon Parry](#)  
**Subject:** Re: USSF Affiliate Status  
**Date:** Friday, April 13, 2018 6:57:37 PM

---

Hi,

Thanks Jon!

I am just helping Jon with some branding initiatives for USYF and appreciate the enormous benefit of being direct with U.S. Soccer. Jon would like to see if it would be possible submit his request to become a NATIONAL AFFILIATE as USYF has approximately 50K players and is in over 26 states.

Caitlyn just send me your number — I will try to call you Monday morning and want to thank you in advance for your help!

Hope you have a great weekend.

Thank you,

Diane Brandis Scavuzzo  
EDITOR-IN-CHIEF  
858-531-8300

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Mailing Address: 10531 4S Commons Drive, Suite 276, San Diego, CA 92127  
New Offices in Kansas City: 50 East 13th Street, Suite 2304, Kansas City, MO 64106

On Apr 13, 2018, at 6:49 PM, Jon Parry <[jparry@sportingbv.org](mailto:jparry@sportingbv.org)> wrote:

Greg,

I am inquiring about United States Youth Futsal becoming an affiliate of US Soccer. Can you please send me the application process? We would be happy to accept provisional status for the fall of 2018.

I am also copying Diane Scavuzzo who is working in our communications department.

I look forward to hearing from you soon.

Thank you,

Jon Parry  
913-271-4064

Sent from my iPhone



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

9/19/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Pullen Insurance Services, Inc. 2560 River Park Plaza, Suite 300 Ft. Worth, TX 76116	<b>CONTACT NAME:</b> Sports Division		
	<b>PHONE (A/C, No, Ext):</b> (817) 738-6100	<b>FAX (A/C, No):</b> (817) 738-2993	
<b>E-MAIL ADDRESS:</b> contact@pullenins.com			
<b>INSURED</b> JP Soccer Inc dba United States Youth Futsal 15405 Lucille Street Overland Park, KS 66221	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
	<b>INSURER A:</b> New Hampshire Insurance Company		23841
	<b>INSURER B:</b> Mutual of Omaha Insurance Company		71412
	<b>INSURER C:</b>		
	<b>INSURER D:</b>		
	<b>INSURER E:</b>		
<b>INSURER F:</b>			

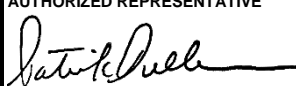
**COVERAGES** **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:	X		87085581-02	08/01/2018	08/01/2019	EACH OCCURRENCE	\$1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$300,000
							MED EXP (Any one person)	\$5,000
							PERSONAL & ADV INJURY	\$1,000,000
							GENERAL AGGREGATE	\$3,000,000
							PRODUCTS-COMP/OP AGG	\$1,000,000
							Participant Legal Liability	\$1,000,000
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea Accident)	\$
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	<input type="checkbox"/> <b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE	\$
							AGGREGATE	\$
								\$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/ EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N <input type="checkbox"/>	N / A				PER STATUTE	OTHER
							E.L. EACH ACCIDENT	\$
							E.L. DISEASE - EA EMPLOYEE	\$
							E.L. DISEASE - POLICY LIMIT	\$
B	Medical Payments for Participants			SR2014KS-P-053867	08/01/2018	08/01/2019	EXCESS MEDICAL	\$100,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate Holder is Additional Insured

<b>CERTIFICATE HOLDER</b> U.S. Soccer Federation 1801 S. Prairie Ave. Chicago, IL 60616	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	<b>AUTHORIZED REPRESENTATIVE</b> 



# **ANNUAL GENERAL MEETING**

**2019 | SCOTTSDALE**

## **United States Association of Blind Athletes**

**The membership application for United States Association of Blind Athletes  
has been provisionally approved by the U.S. Soccer Board of Directors.**

**From:** Mark Lucas  
**To:** [Dan Flynn](#)  
**Cc:** [Greg Fike](#); [Ryan Ortiz](#)  
**Subject:** Request for Membership  
**Date:** Tuesday, July 3, 2018 1:11:43 PM  
**Attachments:** [image005.png](#)

---



July 3, 2018

Dear Dan Flynn;

As the General Secretary of U.S. Soccer Federation, the United States Association of Blind Athletes (USABA) respectfully requests membership within the United States Soccer Federation as a Disabled Service Organization.

USABA is unique within the sports community. As a Colorado-based 501(c)(3) and member organization of the United States Olympic Committee (USOC), a development program and the governing body for select sports, we manage a spectrum of competitive sports for people who are blind and visually impaired. The mission of USABA is to empower Americans who are blind and visually impaired to experience life-changing opportunities in sports, recreation and physical activities, thereby educating and inspiring the nation.

The International Blind Sports Federation (IBSA) is the International Federation for Governing Football (Soccer) for the blind in the world. USABA is a member organization of IBSA. USABA follows the of IBSA for the Sport of Blind football. The rules for Blind Football can be found on IBSA's website: [www.ibsa.org](http://www.ibsa.org). The direct link to the structure, bylaws, international calendar and rules of blind football can be found at [www.ibsasport.org/sports/football](http://www.ibsasport.org/sports/football).

From June 25-29, our organization hosted the first-ever North American Blind Soccer Camp in Baltimore, MD with more than 20 blind athletes and 15 coaches from around the world. Our goal is to collaborate with U.S. Soccer to develop a 10-year High-Performance Blind Soccer to field a competitive team as the host country during the 2028 Los Angeles Paralympic Games.

If you have further questions, please do not hesitate to contact me at my office at (719) 866-3220.

I appreciate your consideration regarding my request for membership. If approved, please tell me the next steps to move forward and pay the required membership fee.

Sincerely,

A handwritten signature in black ink that reads "Mark Lucas". The signature is written in a cursive, flowing style.

Mark Lucas, Executive Director  
U.S. Association of Blind Athletes (USABA)  
*Empowering / Inspiring / Life-Changing*  
Phone: (719) 866-3220  
[www.usaba.org](http://www.usaba.org)

-  
CC: Greg Fike; Senior Counsel

**BYLAWS OF THE  
UNITED STATES ASSOCIATION OF BLIND ATHLETES**

**As Amended November 16, 2012**



# **United States Association of Blind Athletes Bylaws**

## **Article I Name and Principal Office**

Section 1. The name of the organization hereinafter shall be United States Association of Blind Athletes, referred to as the USABA.

Section 2. The principal office of the USABA shall be at a location designated by the Board of Directors.

Section 3. A copy of these bylaws, as otherwise amended or altered to date, shall be kept in the principal office and may be obtained upon written request.

## **Article II Purpose**

Section 1. To promote sports for legally blind and visually impaired individuals in the United States.

Section 2. To organize regional and national competitions among legally blind and visually impaired athletes.

Section 3. To work with other organizations in the world to promote international goodwill through friendly competition in sports.

Section 4. To select and sponsor blind athletes and staff to represent the United States in international competitions.

Section 5. To formulate and maintain rules governing competition at USABA meets.

Section 6. To accept or reject applications for national records at USABA competitions.

Section 7. To organize programs for educating the general public regarding the capabilities of visually impaired athletes.

Section 8. To promote and organize activities in which visually impaired individuals participate or compete with their sighted peers.

Section 9. To solicit, collect and receive money and gifts of personal or real property; to maintain, administer and invest properties so solicited, collected and received; to use and apply the income as well as the principal thereof; and to carry out the foregoing purposes.

### **Article III Membership**

Section 1. Legally blind individuals (defined herein as having best corrected vision no better than 20/200 in the better eye and/or a visual field of 20 degrees or less in the better eye) and visually impaired individuals (defined herein as having best corrected vision no better than 20/70) who participate and compete in sports for the blind and visually impaired, as well as other persons who support the purposes of the USABA, are eligible for membership.

Athletes with best corrected vision of no better than 20/70 are not eligible to compete in international competitions as defined by the bylaws of the International Blind Sports Federation (IBSA) and the International Paralympic Committee (IPC).

Section 2. All athletes competing in sponsored/sanctioned events; guides, pilots and coaches assisting in athletic competition; all USABA committee and subcommittee members and certified USABA officials must be current USABA members before they are permitted to participate in a USABA-sanctioned event.

Section 3. Annual membership dues will be set by the Board of Directors and will be payable to USABA although the Board of Directors may establish other membership classes for obtaining additional sponsorship or financial support for the USABA.

Section 4. The USABA does not discriminate on the basis of race, creed, color, religion, national origin, gender, age, physical or mental disability, Veteran status, marital status, sexual orientation or gender expression.

Section 5. The Board of Directors shall develop and publish rules and conditions under which members may be suspended or reinstated.

Section 6. Any suspension or probation recommended by the Judicial Committee shall be acted upon by the USABA Board of Directors at its next meeting.

**Article IV**  
**Board of Directors, Executive Committee, Officers**

Section 1. The USABA shall be governed by the Board of Directors.

Section 2. The Board of Directors is responsible for selecting and employing a qualified executive director who shall report directly to the president and shall be in charge of the day-to-day operations of the USABA consistent with the policies and procedures set forth by the president and the Board of Directors. The executive director shall submit an annual operating budget to the Audit & Finance Committee and the Executive Committee for presentation to and approval by the Board of Directors.

Section 3. The board shall consist of thirteen (13) members.

Furthermore, the Board of Directors shall be composed of at least 20% (twenty percent) members who are athletes. For the purposes of the board election, a member athlete is defined as a current USABA member who has competed at a National Championship, Pan American Games, World Championship, Paralympic Games or Olympic Games within the past 10 (ten) years and is at least 18 (eighteen) years of age or older.

The board shall elect from its membership a president, vice president, secretary and treasurer.

Section 4. The offices of president, vice president, secretary and treasurer shall be elected by the Board of Directors at its annual meeting after a Summer Olympiad. If a vacancy occurs in an office, the Executive Committee may appoint a person to fill the vacancy until the next board meeting.

Section 5. The term of office for the president, vice president, secretary and treasurer shall be four (4) years, starting at the conclusion of an annual meeting after a Summer Olympiad, and ending at the conclusion of an annual meeting four (4) years later. However, if the term of any of the aforementioned officers as members of the Board of Directors expires before the annual meeting, following the next Summer Olympiad, his or her term as an officer shall expire concurrently with his or her term as a member of the Board of Directors, and an election shall be conducted to fill the remaining years of the office, i.e., until the annual meeting following the next Summer Olympiad.

If the Board of Directors determines by a 3/4 (three-fourths) vote of the entire Board of Directors that the president cannot perform his/her duties, the vice president shall serve as president until the next board meeting at which time a president will be elected.

If the incumbent officer is reelected to the Board of Directors, he/she may be reelected to his/her office or another member of the Board of Directors may be elected to it as prescribed in the first paragraph of this section. The terms of office of other board members shall be four (4) years. A board member's office runs from the conclusion of an annual meeting until the conclusion of an annual meeting four (4) years later. Three (3) members shall be elected each year by the Board of Directors, except the four (4) members to be elected at the annual meeting following a Summer Olympiad. Vacancies in board positions, other than officers, which become known to the president, shall be filled by election at the next board meeting.

Section 6. When there are more than two (2) candidates nominated for an officer position and no one receives a majority of votes, a run-off election shall be held. The names of the individuals receiving the two greatest numbers of the votes will appear on another ballot and this process shall be repeated until an individual receives a majority of the votes cast. When candidates are nominated for a Board of Directors position, an election will be held. A nominated candidate must receive a majority of the votes cast to be elected to the board. If a board member believes there is not a viable candidate to elect to the board, board members have the right to abstain their vote during the election. Board candidates will still require a majority of the votes cast, inclusive of abstained votes, to be elected to the board. If after one round of voting, a candidate does not obtain the majority of votes, a motion will be required for discussion of candidates and a second round of voting. If the motion does not pass for discussion and second round of voting, the board seat will remain open until the next board meeting. If after the second round of voting, a candidate does not obtain the majority of votes, including any abstained votes, the board seat will remain open until the next board meeting.

Section 7. The USABA Board of Directors shall meet twice a year. One meeting shall be held between January 1 and July 1. The second meeting, to be known as the annual meeting, is open to all members and shall be held in the fall of each year. Additional meetings of the Board of Directors may be called by the president or a majority of the Board of Directors.

Section 8. Business may be transacted only if a quorum, a majority of the entire membership of the board, is present. A majority of the board members must approve an action before it may be implemented.

Section 9. Business may be conducted by mail, electronically, or by telephone conference. In either case, a majority of the entire membership of the Board of Directors is required to approve an action. Telephone conferences can be held only if approved by the majority of the Executive Committee.

Section 10. The president, immediate past-president, vice president, secretary, treasurer and sport advisory chairperson shall constitute the Executive Committee, which shall be empowered to act on behalf of the Board of Directors in the administration of the USABA and its programs, when so authorized by the Board of Directors or when the officers determine unanimously that full board action is not feasible, due to limitations on time, expense, personnel, etc.

Section 11. A member of the Board of Directors may be dismissed when 3/4 (three-fourths) of the board approves:

- a. If he/she misses two (2) consecutive board meetings without good and sufficient cause.
- b. If the member fails to reply, without cause, to two (2) consecutive mail votes.
- c. For other good and sufficient causes.

Section 12. A contract or other transaction between a corporation and a director of the corporation or any other corporation, firm, association or entity in which a director of the corporation is a director or an officer or is financially interested, may not be either void or voidable because of this relationship or interest or because the director is present at the meeting of the Board of Directors or a committee of the Board of Directors that authorizes, approves or ratifies the contract or transaction or because the director's votes are counted for such purposes if:

1. The fact of the relationship or interest is disclosed or known to the Board of Directors or committee that authorizes, approves or ratifies the contract or transaction by a vote or consent sufficient for the purpose without counting the votes or consents of the interested director;
2. The fact of the relationship or interest is disclosed or known to the members entitled to vote and the members authorize, approve or ratify the contract or transaction by vote or written consent; or

3. The contract or transaction is fair and reasonable to the corporation. Common or interested directors may be counted in determining the presence of a quorum at a meeting of the Board of Directors or a committee of the Board of Directors that authorizes, approves, or ratifies the contract or transaction.

Section 13. All candidates for nomination must be submitted to the Nominating & Governance Committee at least 60 days in advance of the election for consideration. Candidates for election to the Board of Directors shall be placed in nomination by the Nominating & Governance Committee. All vetted and recommended candidates must be presented to the Board of Directors 30 days prior to the election for consideration.

Section 14. Where these bylaws do not apply, "Robert's Rules of Order Revised" shall be used to conduct business.

Section 15. Board members may serve up to three (3) consecutive four-year terms. After the conclusion of the third consecutive term, board members are required to step down for a minimum of two (2) years, following which he/she may serve on the board one additional four-year term. The maximum number of four-year terms any individual can serve is four.

## **Article V**

### **Duties of the Board of Directors and the Officers**

Section 1. The Board of Directors shall make every effort to carry out the purposes of the USABA.

Section 2. The Board of Directors, through the Sports Advisory Committee, shall be responsible for the selection of individuals to represent the USABA in international demonstrations and competitions.

Section 3. It shall be the responsibility of the USABA Board of Directors, through the Audit & Finance Committee, to arrange for an outside impartial audit of all funds in the national organization's name or placed in the national organization's account.

Section 4. The president shall preside at all meetings of the Board of Directors, appoint the members of all committees (unless otherwise stated in the motion ordering such committees to be named), conduct business by mail, electronically or

telephone as prescribed elsewhere in these bylaws and provide periodic reports concerning the performance of his/her duties.

Section 5. The vice president shall serve in the absence of the president, and perform such other duties as may be assigned to him/her by the Board of Directors.

Section 6. The secretary shall keep a true record of all proceedings at the meetings of the Board of Directors and the Executive Committee and maintain a file of documents pertaining to the USABA and perform such other duties as may be required by the board.

Section 7. The treasurer shall be responsible for overseeing the collection of all money and other property due to the USABA, maintaining a record of all financial transactions, receiving gifts and donations, preparing an annual report regarding the USABA's financial status, keeping a correct account of all receipts and disbursements, depositing all money received by the USABA in a reliable bank or banks to the credit of and in the name of the USABA and performing such other duties as the Board of Directors may assign.

The Treasurer shall serve as the chair of the Audit & Finance Committee and have oversight of the responsibilities as outlined in Article VI, Section 4.

Section 8. All checks must be signed by a person(s) authorized by the Board of Directors.

Section 9. All expenditures of the organization must be consistent with the approved annual budget or as specifically approved by the Board of Directors.

## **Article VI Standing Committees**

### Section 1. General

The standing committees of the USABA shall be the Strategic Direction Committee, the Fundraising Committee, the Audit & Finance Committee and the Nominating & Governance Committee. Each committee shall be composed of a chairperson appointed by the president, one board member and be comprised of at least 20% (twenty percent) athlete representation and other members as appropriate. All committee members must be current members of the USABA and shall serve to the end of the current Summer Olympiad.

## Section 2. Strategic Direction Committee

- a. The President of the Board of Directors shall appoint the chair of this committee. The chair of the Strategic Direction Committee can appoint up to four members to serve on this committee.
- b. The members of the Strategic Direction Committee shall serve for terms of four (4) years or less. An individual shall not serve on the Strategic Direction Committee for more than two (2) consecutive terms.
- c. The Strategic Direction Committee is responsible for advising the board on progress towards the organization's mission, vision, strategic direction and major programs and services and to:
  1. Ensure board and management has implemented an effective strategic planning process, including development of a three to five year strategic plan which includes measurable goals and objectives;
  2. Periodically review the mission, vision, and strategic plan and make recommends to the board and executive director;
  3. Assist in the implementation of a process that monitors key strategic indicators, projects and programs;
  4. Monitor USABA's performance against measureable objectives in relationship to the strategic plan and update Board on progress quarterly.

## Section 3. Fundraising Committee

- a. The President of the Board of Directors shall appoint the chair of this committee. The chair of the Fundraising Committee can appoint up to four members to serve on this committee.
- b. The members of the Fundraising Committee shall serve for terms of four (4) years or less. An individual shall not serve on the Fundraising Committee for more than two (2) consecutive terms.
- c. The Fundraising Committee is responsible for maintaining and creating strategies to increase revenue streams for the organization in order to carry out the mission. To accomplish this, its responsibilities are:
  1. To work with the executive director and Development Director to identify perspective major donors, foundations and corporations;
  2. To be responsible for involvement of all board members in giving process and in their fundraising efforts;
  3. To monitor fundraising efforts to ensure that ethical practices are in place those are cost-effective.



#### Section 4. Audit and Finance Committee

- a. The President of the Board of Directors shall appoint the chair of this committee. The chair of the Audit and Finance Committee can appoint up to four members to serve on this committee.
- b. The members of the Audit and Finance Committee shall serve for terms of four (4) years or less. An individual shall not serve on the Strategic Direction Committee for more than two (2) consecutive terms.
- c. The Audit and Finance Committee is responsible for:
  1. Review the reports of the auditors and management letters, and recommend action as needed;
  2. Investigate matters of fiscal controls and disclosure and other matters as directed by the board;
  3. Work with staff to make financial reports, recommendations and report to the Board of Directors;
  4. Review budgets initially prepared by staff, to help develop appropriate procedures for budget preparations and on a consistency between the budget and the organization's plans;
  5. Report to the board any financial irregularities, concerns, opportunities;
  6. Recommend financial guidelines and policies to the board;
  7. Make recommendations on the reserve funds and where they are managed.

#### Section 5. Governance and Nominating Committee

- a. The president of the Board of Directors shall appoint the chair of the committee. The chair of the Governance & Nominating committee can appoint the 3 members to this committee who include 2 board members of the board and one athlete.
- b. The members of the Governance and Nominating Committee shall serve for terms of four (4) years or less. An individual shall not serve on the Governance & Nominating Committee for more than two (2) consecutive terms.
- c. The Governance & Nominating Committee is responsible for making sure the board is qualified, capable, and governing the organization appropriately. This important committee ensures quality leaders govern efficiently and in accordance with nonprofit best practices. It also sees to it that USABA remains current on compliance requirements and educates and informs the board on these important areas.

The Nominating and Governance Committee is responsible for:

1. Lead the search for individuals qualified to become members of the board. The Nominating and Governance Committee shall select individuals for nomination to the full board to serve as directors who shall have the highest personal and professional integrity, who shall have demonstrated exceptional ability and judgment in collectively serving the long-term interests of the organization with respect to vetting all nominations for potential conflict of interest or other problematic background issues;
2. Work with president and executive director to develop and implement an appropriate orientation program for new directors and identify opportunities to educate of existing directors;
3. Develop and recommend to the board for its consideration a set of governance guidelines that adheres to nonprofit best practices. The Nominating and Governance Committee shall review current compliance requirements on an annual basis, or more frequently if appropriate, and recommend changes to the board necessary;
4. To develop and recommend to the board for its consideration an annual self-evaluation process of the board and its substructures and maintain an on-going process with the board;

## **Article VII Amendments**

Section 1. Proposed amendments to these bylaws shall be submitted in writing to the secretary of the USABA at least 60 (sixty) days before a board meeting, at which time they are to be considered. The secretary shall distribute copies of the proposed amendments to all members of the Board of Directors no later than 30 (thirty) days prior to the next Board of Directors meeting. In order to change any provision of these bylaws, an affirmative vote by 2/3 (two-thirds) of the members of the entire board shall be required.

Section 2. Proposed amendments to the bylaws may be considered by the Board of Directors at any board meeting without following the procedures set forth in section 1 above, if at least 3/4 (three-fourths) of the entire Board of Directors votes in favor of consideration. Proposed amendments considered in this manner shall require an affirmative vote of 3/4 (three-fourths) of the entire Board of Directors for passage.

**Article VIII**  
**Dissolution**

Section 1. In the event of dissolution, the assets of the USABA shall not inure to the benefit of any member, officer or director, but shall be transferred or donated to another non-profit organization engaged in providing services to the blind or visually impaired. Said non-profit organization shall be selected by the USABA Board of Directors.



## UNITED STATES ASSOCIATION OF BLIND ATHLETES ATHLETE SAFETY POLICY

### **Purpose:**

To establish a United States Association of Blind Athletes (USABA) policy that assures a safe environment for athletes and others who participate in our programs.

### **Policy Statement:**

USABA is committed to the safety and well-being of all athletes and others who participate in our programs. This will be accomplished by creating a safe and positive environment that is free of misconduct to include bullying, hazing, harassment (including sexual harassment), emotional misconduct, physical misconduct and emotional misconduct. USABA's commitment extends to our role as a membership organization (including a training site in Fort Wayne, Indiana), as a United States Olympic Committee (USOC) Multi-Sport Organization and as the USOC High Performance Management Organization for the sport of goalball. This policy supports the SafeSport Code for the U.S. Olympic and Paralympic Movements.

**Along with this commitment, USABA establishes the following policy that applies to our employees, contractual staff, coaches, USABA referees, guides, pilots and athletes USABA designates for the U.S. Anti-Doping Agency (USADA) required testing pool (RTP).**

### **1. Prohibited Conduct:**

#### **a. Bullying**

- i. An intentional, persistent and repeated pattern of committing or willfully tolerating physical and non-physical behaviors that are intended, or have the reasonable potential, to cause fear, humiliation or physical harm in an attempt to socially exclude, diminish or isolate the targeted athlete(s), as a condition of membership; or
- ii. Any act or conduct described as bullying under federal or state law.

#### **b. Hazing**

- i. Coercing, requiring, forcing or willfully tolerating any humiliating, unwelcome or dangerous activity that serves as a condition for (a) joining a group or (b) being socially accepted by a group's members; or
- ii. Any act or conduct described as hazing under federal or state law.

**c. Harassment (Including Sexual Harassment)**

- i. A repeated pattern of physical and/or non-physical behaviors that (a) are intended to cause fear, humiliation or annoyance, (b) offend or degrade, (c) create a hostile environment or (d) reflect discriminatory bias in an attempt to establish dominance, superiority or power over an individual athlete or group based on gender, race, ethnicity, culture, religion, sexual orientation, gender expression or mental or physical disability; or
- ii. Any act or conduct described as harassment under federal or state law.

**d. Emotional Misconduct**

- i. A pattern of deliberate, non-contact behavior that has the potential to cause emotional or psychological harm to an athlete. Non-contact behaviors include (a) verbal acts (b) physical acts (c) acts that deny attention or support.
- ii. Any act or conduct as emotional abuse or misconduct under federal or state law (e.g., child abuse, child neglect).

**e. Physical Misconduct**

- i. Contact or non-contact that results in, or reasonably threatens to, cause physical harm to an athlete or other sports participants; or
- ii. Any act or conduct described as physical abuse or misconduct under federal or state law (e.g., child abuse, child neglect, assault).

**f. Sexual Misconduct**

- i. Any touching or non-touching sexual interaction that is (a) nonconsensual or forced, (b) coerced or manipulated, or (c) perpetrated in an aggressive, harassing, exploitative or threatening manner;
- ii. Any sexual interaction between an athlete and an individual with evaluative, direct or indirect authority. Such relationships involve an imbalance of power and are likely to impair judgment or be exploitative; or
- iii. Any act or conduct described as sexual abuse or misconduct under federal or state law (e.g., sexual abuse, sexual exploitation, rape).

**Note: An imbalance of power is always assumed between a coach and an athlete.**

Additional details regarding each type of misconduct described above can be found in the SafeSport Code for the U.S. Olympic and Paralympic Movement ([www.safesport.org](http://www.safesport.org))

Additionally, prohibited misconduct shall include, without limitation, the following:

Romantic or sexual relationships, which began during the sports relationship, between athletes and or other participants and those individuals (i) with direct supervisory or evaluative control, or (ii) are in a position of power and trust over the athlete or other participant. Except in circumstances where no imbalance of power exists, coaches have this direct supervisory or evaluative control and are in a position of power and trust over those athletes or participants they coach.

The prohibition on romantic or sexual relationships does not include those relationships where it can be demonstrated there is no imbalance of power. For example, this prohibition does not apply to a pre-existing relationship between two spouses or life partners.

## **2. Criminal Background Checks:**

USABA shall require criminal background checks, at least every two years, for all employed and contracted staff and volunteers who are in a position over, or have frequent contact with athlete participants which includes applicable employees, contractual staff, coaches, guides, pilots, and USABA referees who have direct supervision over athletes. Additionally, criminal background checks are required for any non-athlete individual who stay or work at Olympic Training Centers or at USABA's Goalball Residential Training Program housing. USABA will accept current and favorable background checks from the National Center for Safety Initiatives (NCSI) and other reputable background check organizations.

## **3. Education and Training:**

Effective with the issuance of this policy, USABA shall require education and training concerning the key elements of this athlete safety policy and the USOC SafeSport program for applicable employees, contractual staff, coaches, guides, pilots and USABA referees who have direct supervision over athletes. Training will include review of this policy document and completion of USOC SafeSport training. This policy also extends to any non-athlete USABA authorizes to train, reside or work at USABA Goalball Resident Program housing. Individuals will be required to demonstrate successful completion of USOC SafeSport Training before being granted access to attending USABA sanctioned events and to Olympic Training Centers or USABA Goalball Resident Program housing. This policy document, a link to access USOC SafeSport training will be posted in a prominent location on the USABA website and mentioned in periodic USABA newsletters.

## **4. Reporting:**

The process for issuing a report of complaint or accusation of misconduct from a USABA employee, contractual staff member, coach, guide, pilot and referee who have direct supervision over athletes will be to report such to the USABA Executive Director or USABA Assistant Executive Director, and when applicable, to local law enforcement authorities. No direct fees or other cost is involved in making a report. Contact your local authorities if you have a reasonable suspicion that child sexual abuse or neglect has occurred. All reports of child abuse or sexual assault of a minor must also be reported to local authorities. Reports of abuse not involving a minor may also be reported to local authorities. Reports to USABA

may be anonymous; however to assist in investigation, they will be encouraged to be made with the identity of the accuser or reporter being identified. This process will be included in the training and education described above. USABA will establish and ensure a reporting process for complaints issued and the findings. If a report is associated with USABA's role as a USOC Multi-Sport Organization or with USABA's role as a USOC High Performance Management Organization for goalball, reports shall be made to the USOC and any applicable legal agencies as appropriate. A link to report complaints or accusations will be included in the USABA website in a prominent place along with links for training materials.

Report misconduct to USABA:

- Phone Number - (719) 866 3224 (calls directed to Executive Director or Assistant Executive Director)
- Email - [Staff Directory](#) (emails directed to Executive Director or Assistant Executive Director)

#### **5. Enforcement:**

- a.** USABA's Grievance, Complaint and Appeal Procedures ([www.usaba.org](http://www.usaba.org)) as referenced in the previous section, are materially free of bias and conflicts of interest, to address allegations of misconduct following the report of complaint of misconduct which were adjudicated under a criminal background check.
- b.** In cases where the Ted Stevens Act applies, USABA will comply with the Act's requirements.
- c.** USABA's Grievance, Complaint and Appeal Procedures shall include the opportunity for review by a disinterested individual or body.

#### **Additional Terms of This Policy:**

This athlete safety policy may be amended from time to time by the USOC. Additionally, USABA shall be guided by the principle that the health, safety and well-being of our athletes are fundamental elements of our managerial responsibility.

USABA understands that failure to meet the minimum standards as set forth by this policy may result in disciplinary action by the USOC including, without limitation, loss of status as a USOC Multi-Sport Organization and loss of status and USOC support as the High Performance Management Organization for goalball.

Additionally, an individual who has committed a SafeSport violation who receives USOC benefits may, at the discretion, lose those benefits. Benefits that may be lost or restricted may include, but are not limited to, athlete support payments, tuition grants, use of and residence at Olympic Training Centers (including the Goalball Center of Excellence Resident housing), elite athlete health insurance, alumni relations programs, athlete marketing programs, athlete ambassador programs, athlete service centers, career assistance

programs, media services, USOC workshops, conferences and summits, personal development programs, sports medicine and performance services, and sports coaching and education programs. Additionally, individuals may lose opportunities to participate in or be associated with the U.S. delegation at a Delegation Event and any other competition or event as determined by the USOC.



## **USABA Grievance, Complaint and Appeal Procedures**

### **Section 1. Jurisdiction.**

These Complaint Procedures are applicable to athletes, staff, coaches and volunteers taking part in United States Association of Blind Athletes (USABA) sponsored activities. The procedures also apply to USABA Sport Clubs, registered teams and organizations participating in USABA events or receiving benefits through their affiliation with USABA.

### **Section 2. Designation of Complaints.**

The following kinds of complaints may be filed with USABA:

a. **Administrative Grievance.** Any aggrieved individual, team or club may file a complaint pertaining to any matter relating to the cognizance of USABA, including but not limited to any alleged violation of or grievance concerning any USABA rule, regulation or code of conduct.

b. **Right to Compete.** Any athlete, coach, trainer, manager, administrator, official, team or club with a current USABA membership may file a complaint pertaining to any alleged denial, or alleged threat to deny, of that individuals opportunity to compete in a USABA sponsored competition.

### **Section 3. Manner of Filing.**

The complainant shall file the complaint with the USABA Executive Director. The complaint shall set forth in clear and concise language, preferably in numbered paragraphs: (i) the alleged violation, grievance, denial or threat to deny and (ii) the remedy requested. The complainant shall sign and date the complaint.

### **Section 4. Complaints Involving Selection to Participate in a Competition.**

Where a complaint is filed involving selection of an individual to participate in a competition, the complainant shall include with the complaint a list of all other individuals, together with their contact information, that may be adversely affected by a decision rendered on the complaint. The hearing panel shall determine which additional individuals must receive notice of the complaint. The complainant shall then be responsible for providing appropriate notice to these individuals. Any individual so notified then shall have the option to participate in the proceeding as an involved party. If an individual is notified of the complaint, then that individual shall be bound by the decision of the hearing panel even if the individual chose not to participate as an involved party.

### **Section 5. Statute of Limitations.**

A complaint filed under these Complaint Procedures shall be filed within one hundred and eighty (180) days of the occurrence of the alleged violation, grievance, denial or threat to deny.

## Section 6. Field of Play Decisions.

The final decision of a referee during a competition regarding a field of play decision (a matter set forth in the rules of the competition to be within the discretion of the referee) shall not be reviewable through the procedures for, or the subject of, Administrative Grievances or Right to Compete Complaints unless the decision is: (i) outside the authority of the referee to make or (ii) the product of fraud, corruption, partiality or other misconduct of the referee. For purposes of this Section, the term “referee” shall include any individual with discretion to make field of play decisions.

## Section 7. Hearing Panel.

Upon the filing of a complaint, the USABA Executive Director shall appoint a hearing panel consisting of three (3) individuals to hear the complaint. The Executive Director shall also appoint a chair of the hearing panel from among the three individuals appointed. At least one member of the hearing panel shall be the current athlete representative. The hearing panel shall be responsible to ensure that all complaints are heard in a timely, fair and impartial manner.

## Section 8. Administration.

USABA’s main office shall generally administer and oversee all administrative grievances and right to compete matters filed with USABA.

## Section 9. Conduct of the Proceeding.

The hearing panel shall rule on all motions and other matters raised in the proceeding. If the complaint is not dismissed, the hearing panel shall hold a hearing on the complaint. The hearing panel shall set such timelines and other rules regarding the proceeding and the conduct of the hearing as it deems necessary. The hearing shall be informal, except that testimony shall be taken under oath. The hearing may be conducted by teleconference, if necessary or convenient to the parties. Each party shall have the right to appear personally or through a legal representative. All parties shall be given a reasonable opportunity to present and examine evidence, cross-examine witnesses and to present argument. Members of the hearing panel shall have the right to question witnesses or the parties to the proceeding at any time. Any party may have a record made of the hearing. A court reporter may be present at the hearing at the request of a party. The court reporter shall be paid for by the party requesting the court reporter, or if mutually agreed, the cost may be equally divided. Any transcript shall be paid for by the party requesting the transcript.

## Section 10. Expedited Procedures.

Upon the request of a party, and provided that it is necessary to expedite the proceeding in order to resolve a matter relating to a competition that is so scheduled that compliance with regular procedures would not be likely to produce a sufficiently early decision to do justice to the affected parties, the USABA Executive Director is authorized to order that the complaint be heard and decided within forty-eight (48) hours of the filing of the complaint. In such a case, the

hearing panel is authorized to hear and decide the complaint pursuant to such procedures as are necessary, but fair to the parties involved.

**Section 11. Decision.**

A decision shall be determined by a majority of the hearing panel. The hearing panel's decision shall be in writing, shall state the reasons for the decision, state any disciplinary actions taken and shall be distributed to the parties.

**Section 12. Appeals.**

Any athlete that filed a right to compete grievance under these procedures has the right to submit the hearing panel's decision to the American Association of Arbitration.

# UNITED STATES ASSOCIATION FOR BLIND ATHLETES

## Revenue & Expense Budget Performance

December 2017

	Dec 17	Budget	Jan - Dec 17	YTD Budget	Annual Budget
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
<b>Contributions-320</b>					
Indivld, Business Contributions	109,035.86	10,837.00	303,568.81	130,000.00	130,000.00
Major Gifts	0.00	2,087.00	0.00	25,000.00	25,000.00
Resident Gifts	0.00	8,337.00	0.00	100,000.00	100,000.00
Contributions-320 - Other	0.00	4,170.00	0.00	50,000.00	50,000.00
<b>Total Contributions-320</b>	<u>109,035.86</u>	<u>25,431.00</u>	<u>303,568.81</u>	<u>305,000.00</u>	<u>305,000.00</u>
<b>Fundraisers-340</b>					
Athlete Events	755.00	1,087.00	62,604.38	13,000.00	13,000.00
Fundraising Events	0.00	1,000.00	29,455.56	30,000.00	30,000.00
Fundraisers-340 - Other	0.00		10.00		
<b>Total Fundraisers-340</b>	<u>755.00</u>	<u>2,087.00</u>	<u>92,069.94</u>	<u>43,000.00</u>	<u>43,000.00</u>
<b>Grants-350</b>					
Foundations	0.00	28,750.00	401,955.00	345,000.00	345,000.00
<b>Total Grants-350</b>	<u>0.00</u>	<u>28,750.00</u>	<u>401,955.00</u>	<u>345,000.00</u>	<u>345,000.00</u>
<b>Investments-360</b>					
Dividends-USOF	720.00	0.00	2,417.00	0.00	0.00
Interest-USOF	35.00	0.00	81.00	0.00	0.00
Realized Gains - USOF	3,180.00	0.00	27,280.00	0.00	0.00
Unrealized Gain/Loss-USOF	3,993.00	0.00	25,280.00	0.00	0.00
<b>Total Investments-360</b>	<u>7,928.00</u>	<u>0.00</u>	<u>55,058.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Membership Dues-330</b>					
Chapter	0.00	0.00	0.00	0.00	0.00
Individual	1,780.00	1,250.00	22,435.00	15,000.00	15,000.00
<b>Total Membership Dues-330</b>	<u>1,780.00</u>	<u>1,250.00</u>	<u>22,435.00</u>	<u>15,000.00</u>	<u>15,000.00</u>
<b>Olympic Funds-310</b>					
High Performance - Men	0.00	0.00	104,000.00	104,000.00	104,000.00
High Performance - Women	0.00	0.00	104,000.00	104,000.00	104,000.00
Paralympics Outreach	0.00	0.00	100,961.20	142,193.00	142,193.00
<b>Total Olympic Funds-310</b>	<u>0.00</u>	<u>0.00</u>	<u>308,961.20</u>	<u>350,193.00</u>	<u>350,193.00</u>
<b>Other Types of Income-370</b>					
Merchandise	169.99	837.00	14,554.92	10,000.00	10,000.00
Cost Of Goods	0.00	0.00	-1,674.87	0.00	0.00
Miscellaneous Revenue	0.00	0.00	0.00	0.00	0.00
<b>Total Other Types of Income-370</b>	<u>169.99</u>	<u>837.00</u>	<u>12,880.05</u>	<u>10,000.00</u>	<u>10,000.00</u>
<b>Sponsorships-390</b>					
Corporate Contributions	18,000.00	18,750.00	67,833.25	75,000.00	75,000.00
Total Sponsorships-390	<u>18,000.00</u>	<u>18,750.00</u>	<u>67,833.25</u>	<u>75,000.00</u>	<u>75,000.00</u>

# UNITED STATES ASSOCIATION FOR BLIND ATHLETES

## Revenue & Expense Budget Performance

December 2017

	Dec 17	Budget	Jan - Dec 17	YTD Budget	Annual Budget
Vik Income - 380	0.00	10,750.00	46,072.00	43,000.00	43,000.00
Total Income	137,668.85	87,855.00	1,310,833.25	1,186,193.00	1,186,193.00
Cost of Goods Sold	76.05	0.00	16,389.85	0.00	0.00
Cost of Goods Sold	76.05	0.00	16,389.85	0.00	0.00
Total COGS	137,592.80	87,855.00	1,294,443.40	1,186,193.00	1,186,193.00
Gross Profit					
Expense					
Int'l Competitions-511					
Insurance	0.00	0.00	0.00	0.00	0.00
Meals/Lodging	0.00	0.00	0.00	0.00	0.00
Registrations/Fees	0.00	0.00	0.00	0.00	0.00
Travel-Out of State	0.00	0.00	3,556.76	0.00	0.00
Int'l Competitions-511 - Other	0.00	1,250.00	0.00	5,000.00	5,000.00
Total Int'l Competitions-511	0.00	1,250.00	3,556.76	5,000.00	5,000.00
Int'l Events-512					
Postage/Freight	0.00	0.00	0.00	0.00	0.00
Supplies -Sports	0.00	0.00	0.00	0.00	0.00
Uniforms	0.00	0.00	0.00	0.00	0.00
Int'l Events-512 - Other	0.00	0.00	0.00	0.00	0.00
Total Int'l Events-512	0.00	0.00	0.00	0.00	0.00
Nat'l Competitions-522					
Awards-Grants	0.00	0.00	3,356.59	0.00	0.00
Contract Labor	0.00	0.00	2,850.00	0.00	0.00
Meals/Lodging	2,991.25	0.00	12,718.92	0.00	0.00
Miscellaneous Exp	0.00	0.00	100.00	0.00	0.00
Outreach	0.00	21,038.00	0.00	252,500.00	252,500.00
Payroll	6,427.74	6,723.00	77,180.88	80,577.00	80,577.00
Payroll Taxes	495.40	513.00	5,944.80	6,156.00	6,156.00
Postage/Freight	0.00	0.00	2,195.40	0.00	0.00
Printing	0.00	0.00	0.00	0.00	0.00
Registrations/fees	1,900.00	0.00	5,913.00	0.00	0.00
Supplies - Sports	46,508.82	0.00	157,953.74	0.00	0.00
Travel-In State	573.90	0.00	1,080.01	0.00	0.00
Travel- Out Of State	45.00	0.00	4,357.81	0.00	0.00
Uniforms	3,895.85	0.00	8,747.18	0.00	0.00
Total Nat'l Competitions-522	62,838.06	28,274.00	282,398.33	339,233.00	339,233.00
USOC Grants-512-M					
Awards/Gifts	0.00	0.00	161.60	0.00	0.00
Contract Labor	3,000.00	3,038.00	37,000.00	36,500.00	36,500.00
Insurance	260.00	0.00	864.50	0.00	0.00
Maintenance & Repairs	0.00	0.00	781.26	0.00	0.00

**UNITED STATES ASSOCIATION FOR BLIND ATHLETES**  
**Revenue & Expense Budget Performance**  
December 2017

	Dec 17	Budget	Jan - Dec 17	YTD Budget	Annual Budget
Meals/Lodging	396.00	0.00	5,703.17	0.00	0.00
Payroll	726.58	546.00	10,010.65	6,508.00	6,508.00
Payroll Taxes	81.28	41.00	866.69	492.00	492.00
Postage	0.00	0.00	13.80	0.00	0.00
Registrations/Fees	110.00	0.00	16,724.97	0.00	0.00
Supplies - General	13.85	0.00	13.85	0.00	0.00
Supplies-Office	160.00	0.00	1,334.17	0.00	0.00
Supplies-Sports	98.98	0.00	767.26	0.00	0.00
Telephone	0.00	0.00	653.33	0.00	0.00
Travel - In State	135.16	0.00	41,892.90	0.00	0.00
Travel - Out of State	392.50	0.00	2,991.22	0.00	0.00
Uniforms	0.00	7,038.00	0.00	84,500.00	84,500.00
<b>USOC Grants-612-M - Other</b>					
<b>Total USOC Grants-612-M</b>	<b>5,374.35</b>	<b>10,663.00</b>	<b>119,779.37</b>	<b>128,000.00</b>	<b>128,000.00</b>
<b>USOC Grants - Resident-612</b>					
Contract Labor	225.00		884.50		
House Supplies	0.00		609.98		
Maintenance & Repairs	0.00		3,051.40		
Meals	0.00	0.00	0.00	0.00	0.00
Payroll	2,809.07	1,939.00	28,442.87	23,224.00	23,224.00
Payroll Taxes	197.62	148.00	2,173.82	1,776.00	1,776.00
Telephone	0.00		69.95		
Utilities/Escrow	347.15	7,170.00	1,803.64	86,000.00	86,000.00
<b>USOC Grants - Resident-612 - Other</b>					
<b>Total USOC Grants - Resident-612</b>	<b>3,378.84</b>	<b>9,257.00</b>	<b>37,378.40</b>	<b>111,000.00</b>	<b>111,000.00</b>
<b>USOC Grants-612-W</b>					
Contract Labor	0.00	300.00	3,500.00	3,600.00	3,600.00
Insurance	195.00	0.00	760.50	0.00	0.00
Meals/Lodging	647.91	0.00	4,639.68	0.00	0.00
Miscellaneous Expenses	0.00		76.00		
Payroll	726.58	546.00	10,010.65	6,508.00	6,508.00
Payroll Taxes	55.58	41.00	840.98	492.00	492.00
Postage/Freight	0.00	0.00	0.00	0.00	0.00
Registration/Fees	-50.00	0.00	15,452.80	0.00	0.00
Supplies-Sports	320.00	0.00	1,163.99	0.00	0.00
Telephone	0.00	0.00	668.28	0.00	0.00
Travel-In State	0.00	0.00	54.00	0.00	0.00
Travel-Out Of State	381.07	0.00	41,727.63	0.00	0.00
Uniforms	392.50	0.00	2,003.43	0.00	0.00
<b>USOC Grants-612-W - Other</b>					
<b>Total USOC Grants-612-W</b>	<b>2,668.64</b>	<b>7,625.00</b>	<b>80,897.94</b>	<b>91,500.00</b>	<b>91,500.00</b>
<b>Military Events-613</b>					
Supplies - General	0.00		189.07		

# UNITED STATES ASSOCIATION FOR BLIND ATHLETES

## Revenue & Expense Budget Performance

December 2017

	Dec 17	Budget	Jan - Dec 17	YTD Budget	Annual Budget
<b>Total Military Events-613</b>			189.07		
<b>Military Cycling-614</b>					
Contract Labor	0.00	0.00	0.00	0.00	0.00
Supplies-Sports	0.00	0.00	0.00	0.00	0.00
Travel - Out Of State	0.00	0.00	0.00	0.00	0.00
<b>Total Military Cycling-614</b>	0.00	0.00	0.00	0.00	0.00
<b>Military Opportunity Fund-615</b>					
Contract Labor	-200.00	0.00	10,955.00	3,500.00	3,500.00
Meals/Lodging	0.00	0.00	23,665.67	0.00	0.00
Office Supplies	0.00	0.00	0.00	0.00	0.00
Payroll Taxes	0.00	0.00	0.00	0.00	0.00
Postage	0.00	0.00	263.32	0.00	0.00
Registrations/Fees	65.00	0.00	17,864.13	0.00	0.00
Supplies-General	0.00	0.00	14.60	0.00	0.00
Supplies - Sports	6,850.00	0.00	16,134.64	0.00	0.00
Telephone	0.00	0.00	0.00	0.00	0.00
Travel-In State	-132.00	0.00	2,065.07	0.00	0.00
Travel-Out of State	0.00	0.00	33,725.00	0.00	0.00
Uniforms	0.00	0.00	583.00	0.00	0.00
Military Opportunity Fund-615 - Other	0.00	11,057.75	0.00	132,693.00	132,693.00
<b>Total Military Opportunity Fund-615</b>	6,583.00	11,057.75	105,270.43	136,193.00	136,193.00
<b>Military DOD Events-616</b>					
Meals/Lodging	0.00	0.00	0.00	0.00	0.00
Registrations/Fees	0.00	0.00	0.00	0.00	0.00
Supplies - Sports	0.00	0.00	0.00	0.00	0.00
Travel-In State	0.00	0.00	0.00	0.00	0.00
Travel-Out Of State	0.00	0.00	0.00	0.00	0.00
<b>Total Military DOD Events-616</b>	0.00	0.00	0.00	0.00	0.00
<b>Member Service - Develop-712</b>					
Awards/Gifts	0.00	0.00	0.00	0.00	0.00
Direct Mail Appeals	0.00	1,663.00	0.00	20,000.00	20,000.00
Donor Premiums	0.00	125.00	0.00	1,500.00	1,500.00
Meals/Lodging	0.00	0.00	0.00	0.00	0.00
Payroll	4,006.78	29.00	38,681.86	31,962.00	31,962.00
Payroll Taxes	241.20	222.00	2,894.40	2,664.00	2,664.00
Postage	0.00	0.00	416.40	0.00	0.00
Printing	1,617.00	0.00	1,709.48	0.00	0.00
Registration Fees	0.00	0.00	1,093.00	0.00	0.00
Supplies - Office	0.00	0.00	189.36	0.00	0.00
Supplies-Sports	0.00	0.00	300.00	0.00	0.00
Telephone	0.00	0.00	0.00	0.00	0.00
Travel-Out of State	0.00	0.00	0.00	0.00	0.00
Member Service - Develop-712 - Other	0.00	240.00	0.00	2,880.00	2,880.00

**UNITED STATES ASSOCIATION FOR BLIND ATHLETES**  
**Revenue & Expense Budget Performance**  
 December 2017

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 Accrual Basis

	Dec 17	Budget	Jan - Dec 17	YTD Budget	Annual Budget
<b>Total Member Service - Develop-712</b>	5,864.98	2,279.00	45,284.50	59,006.00	59,006.00
Member Serv-Other-711/13/14/15					
Advertising	0.00	0.00	0.00	0.00	0.00
Association Dues	0.00	0.00	0.00	0.00	0.00
Awards	0.00	0.00	1,055.50	0.00	0.00
Contract Labor	450.00		657.00		
Dues and Subscriptions	0.00	337.00	925.00	4,000.00	4,000.00
Database Management	20.00	420.00	2,236.98	5,000.00	5,000.00
Insurance	-2,854.00	1,750.00	19,067.82	21,000.00	21,000.00
Meals/Lodging	0.00		1,411.49		
Miscellaneous Expense	0.00	0.00	2.99	0.00	0.00
Payroll	3,210.03	2,536.00	31,535.03	30,487.00	30,487.00
Payroll Taxes	245.58	195.00	2,412.58	2,340.00	2,340.00
Postage/Freight	660.21		1,836.32		
Printing	0.00	420.00	0.00	5,000.00	5,000.00
Promotions	0.00	40.00	0.00	500.00	500.00
Registration/Fees	0.00	0.00	6,635.92	0.00	0.00
Rent	270.83	346.00	3,249.96	4,152.00	4,152.00
Scholarships	0.00	0.00	0.00	1,000.00	1,000.00
Supplies - General	0.00	0.00	0.00	0.00	0.00
Supplies-Office	68.84	0.00	6,794.05	0.00	0.00
Supplies - Sports	0.00	0.00	9,541.75	3,000.00	3,000.00
Telephone	1,354.48	180.00	3,881.36	2,160.00	2,160.00
Travel - In State	5.00	0.00	524.39	0.00	0.00
Travel - Out of State	0.00	0.00	933.89	0.00	0.00
Uniforms	0.00	0.00	0.00	0.00	0.00
Rent-VIK	0.00	14,000.00	14,976.00	14,000.00	14,000.00
Member Serv-Other-711/13/14/15 - Other	0.00	0.00	0.00	0.00	0.00
<b>Total Member Serv-Other-711/13/14/15</b>	<b>3,430.97</b>	<b>20,224.00</b>	<b>107,778.03</b>	<b>92,639.00</b>	<b>92,639.00</b>
Board of Directors-716					
Awards	0.00	0.00	758.79	0.00	0.00
Meals/Lodging	0.00	0.00	5,386.25	0.00	0.00
Postage	0.00	0.00	0.00	0.00	0.00
Registrations/Fees	0.00	0.00	217.88	0.00	0.00
Supplies- General	0.00	0.00	88.05	0.00	0.00
Telephone	0.00	0.00	0.00	0.00	0.00
Travel - In State	0.00	0.00	211.00	0.00	0.00
Travel Out Of State	0.00	0.00	3,420.00	0.00	0.00
Board of Directors-716 - Other	0.00	0.00	0.00	5,000.00	5,000.00
<b>Total Board of Directors-716</b>	<b>0.00</b>	<b>0.00</b>	<b>10,082.97</b>	<b>5,000.00</b>	<b>5,000.00</b>
Spt Mgmt-Staff Deveolpment-721					
Meals/Lodging	54.98	0.00	54.98	0.00	0.00
Office Supplies	0.00		395.00		
Registration/Fees	59.75		59.75		



**UNITED STATES ASSOCIATION FOR BLIND ATHLETES**  
**Revenue & Expense Budget Performance**  
**December 2017**

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 Accrual Basis

	Dec 17	Budget	Jan - Dec 17	YTD Budget	Annual Budget
Travel - In State	0.00	0.00	0.00	0.00	0.00
Spt Mgmt-Staff Deveopment-721 - Other	0.00	165.00	0.00	2,000.00	2,000.00
<b>Total Spt Mgmt-Staff Deveopment-721</b>	<b>114.73</b>	<b>165.00</b>	<b>509.73</b>	<b>2,000.00</b>	<b>2,000.00</b>
<b>Sport Management Officials-725</b>					
Meals/Lodging	0.00	0.00	1,445.95	0.00	0.00
Registrations/Fees	0.00	0.00	0.00	0.00	0.00
Travel - In State	0.00	0.00	20.00	0.00	0.00
Travel - Out Of State	0.00	0.00	11,531.29	0.00	0.00
VIK - Officials	0.00	1,250.00	16,120.00	15,000.00	15,000.00
<b>Sport Management Officials-725 - Other</b>	<b>0.00</b>	<b>837.00</b>	<b>0.00</b>	<b>10,000.00</b>	<b>10,000.00</b>
<b>Total Sport Management Officials-725</b>	<b>0.00</b>	<b>2,087.00</b>	<b>29,117.24</b>	<b>25,000.00</b>	<b>25,000.00</b>
<b>Fundraising-940</b>					
Contract Labor	0.00	0.00	100.00	0.00	0.00
Meals/Lodging	0.00	0.00	4,643.80	0.00	0.00
Payroll	3,699.57	2,658.00	35,718.37	31,908.00	31,908.00
Payroll Taxes	651.17	203.50	6,431.23	2,442.00	2,442.00
Postage	0.00	0.00	7,500.00	0.00	0.00
Printing	0.00	0.00	39,258.24	0.00	0.00
Registrations/Fees	0.00	0.00	16,107.47	10,000.00	10,000.00
Travel - In State	0.00	0.00	0.00	0.00	0.00
Travel - Out Of State	0.00	0.00	0.00	0.00	0.00
<b>Total Fundraising-940</b>	<b>4,350.74</b>	<b>2,862.50</b>	<b>109,759.11</b>	<b>44,350.00</b>	<b>44,350.00</b>
<b>Public Awareness-860</b>					
Payroll	4,974.33	3,716.00	48,515.85	44,592.00	44,592.00
Payroll Taxes	77.72	284.00	77.72	3,408.00	3,408.00
<b>Total Public Awareness-860</b>	<b>5,052.05</b>	<b>4,000.00</b>	<b>48,593.57</b>	<b>48,000.00</b>	<b>48,000.00</b>
<b>General Operations-850</b>					
Awards	27.00		27.00		
Accounting and Audit Exp	445.00	445.00	10,140.00	10,000.00	10,000.00
Bank and Credit Card Fees	767.11	337.00	3,713.00	4,000.00	4,000.00
Fees	0.00	0.00	0.00	0.00	0.00
Health Insurance	383.92	1,600.00	16,308.04	19,200.00	19,200.00
Meals/Lodging	0.00	0.00	39.26	0.00	0.00
Miscellaneous Expense	5.00	0.00	43.00	0.00	0.00
Payroll Expenses	0.00				
Payroll	2,474.11	1,808.00	21,221.15	21,696.00	21,696.00
Payroll Taxes	185.60	138.25	1,583.04	1,659.00	1,659.00
Postage, Mailing Service	55.44	163.00	732.61	2,000.00	2,000.00
Printing and Copying	32.27	163.00	596.37	2,000.00	2,000.00
Registrations/Fees	0.00	0.00	87.45	0.00	0.00
Rent	270.84	346.00	3,250.08	4,152.00	4,152.00
Retirement	340.30	420.00	5,553.54	5,000.00	5,000.00
Supplies	0.00	0.00	28.53	0.00	0.00

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Accrual Basis

# UNITED STATES ASSOCIATION FOR BLIND ATHLETES Revenue & Expense Budget Performance December 2017

	Dec 17	Budget	Jan - Dec 17	YTD Budget	Annual Budget
Telephone	225.00	187.50	2,205.00	2,250.00	2,250.00
Travel - In State	0.00	0.00	0.00	0.00	0.00
Travel- Out of State	0.00		60.00		
Rent-VIK	0.00	14,000.00	14,976.00	14,000.00	14,000.00
Service-VIK	0.00	0.00	0.00	0.00	0.00
General Operations-850 - Other	0.00	966.50	0.00	11,598.00	11,598.00
<b>Total General Operations-850</b>	<b>5,211.59</b>	<b>20,574.25</b>	<b>80,569.07</b>	<b>97,555.00</b>	<b>97,555.00</b>
<b>Total Expense</b>	<b>104,867.95</b>	<b>120,318.50</b>	<b>1,061,164.52</b>	<b>1,184,476.00</b>	<b>1,184,476.00</b>
<b>Net Ordinary Income</b>	<b>32,724.85</b>	<b>-32,463.50</b>	<b>233,278.88</b>	<b>1,717.00</b>	<b>1,717.00</b>
<b>Other Income/Expense</b>	<b>0.00</b>	<b>0.00</b>	<b>423.66</b>	<b>0.00</b>	<b>0.00</b>
<b>Other Income</b>	<b>0.00</b>	<b>0.00</b>	<b>423.66</b>	<b>0.00</b>	<b>0.00</b>
<b>Interest, MM</b>					
<b>Total Other Income</b>	<b>0.00</b>	<b>0.00</b>	<b>423.66</b>	<b>0.00</b>	<b>0.00</b>
<b>Net Other Income</b>	<b>0.00</b>	<b>0.00</b>	<b>423.66</b>	<b>0.00</b>	<b>0.00</b>
<b>Net Income</b>	<b>32,724.85</b>	<b>-32,463.50</b>	<b>233,702.54</b>	<b>1,717.00</b>	<b>1,717.00</b>



# **ANNUAL GENERAL MEETING**

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**2019 | SCOTTSDALE**

## **Section VI**

### **Bylaw Amendments**



## Summary of Proposed Bylaw Amendments

<b>Proposed Bylaw Revision</b>	<b>Proposed By</b>
Bylaws 102, 103, 211, 212, 241, 402, 411, 431, 541, 708	Secretary General
Bylaw 322	Athletes' Council
Bylaw 413	United Soccer Coaches

**PROPOSED AMENDMENT TO THE  
BYLAWS OF THE UNITED STATES SOCCER FEDERATION, INC.**

\*\*\*\*\*

**PROPOSED BY: OFFICE OF THE SECRETARY GENERAL**

**I. PROPOSED AMENDMENT #1**

*Cite the bylaw (or subsection thereof) that you wish to change, and write the bylaw as it would appear with your proposed revisions.*

The Office of the Secretary General proposes amendments to the following Bylaws:

**Bylaw 102**  
**Bylaw 103**  
**Bylaw 211**  
**Bylaw 212**  
**Bylaw 241**

**Bylaw 402**  
**Bylaw 411**  
**Bylaw 431**  
**Bylaw 541**  
**Bylaw 708 (New)**

Below is the text of each bylaw as amended:

**US Soccer Federation – Proposed Changes to Bylaws**

**Bylaw 102. PURPOSES AND GOALS**

The purposes of the Federation are to further develop the sport of soccer in the United States and to undertake actions to further the purposes of Ted Stevens Olympic and Amateur Sports Act. In order to fulfill these purposes, the Federation will, among other things:

(1) promote, govern, coordinate, and administer the growth and development of soccer in all its recognized forms in the United States for all persons of all ages and abilities, including youth teams, amateur teams, professional teams, national teams and international games and tournaments

(2) provide for the continuing development of soccer players, coaches, referees and administrators at all levels;

(3) foster the international competitiveness of United States soccer players at all levels, including through the maintenance of standards to support the continued domestic growth of soccer, which ultimately facilitates competitiveness in international competitions such as the Olympics, Pan American Games, and the World Cup, in order to ensure the United States reaches its full soccer potential;

(4) obtain for the United States capable representation possible in international soccer competition, including, but not limited to, the Olympic Games, the Pan-American Games, the World Cup, and other FIFA sanctioned events;

(5) provide for national cup competitions; and

(6) provide for the prompt and equitable resolution of grievances.

\*\*\*

### **Bylaw 103. FIFA MEMBERSHIP AND NATIONAL GOVERNING BODY STATUS**

Section 1. The Federation is the national association member of the Federation Internationale de Football Association (“FIFA”) for the United States. The Federation is also a member of the Confederation of North, Central America and Caribbean Association Football (“CONCACAF”). The Federation and its members are, to the extent permitted by governing law, obliged to respect the statutes, regulations, directives, and decisions of FIFA and of CONCACAF, and to ensure that these are likewise respected by their members. The Federation is further obligated to recognize the FIFA International Match Calendar.

Section 2. The Federation is the national governing body for the sport of soccer in the United States, as provided by the Sports Act (as defined in Bylaw 109) and the United States Olympic Committee (“USOC”). The Federation and its members are, to the extent permitted by governing law, obliged to respect the statutes, regulations, and policies relating to the Sports Act, including (i) to concentrate elite soccer players into competitions in order to yield the most competitive international soccer team possible, (ii) to promote soccer nationwide by holding recognized competitions in diverse locations, (iii) to designate to the USOC individuals and teams to represent the United States in the Olympic Games, the Paralympic Games, and the Pan-American Games, (iv) to coordinate with its professional league Members to sponsor United States professional soccer players to compete in designated international soccer competitions held both within and outside the United States such as, but not limited to, World Cup, international federation and confederation competitions; and (v) to designate individuals and teams to represent the United States in international amateur athletic competition (other than the Olympic Games, the Paralympic Games, and the Pan-American Games) and certify, in accordance with applicable international rules, the amateur eligibility of those individuals and teams.

\*\*\*

### **Bylaw 211. ADMISSION TO MEMBERSHIP**

Section 1. An organization desiring to become an Organization Member of the Federation must submit a written application for membership to the Secretary General. The applicant must apply for a specific membership category. The applicant must include with the application copies of its charter, articles of incorporation or other organizational documents, bylaws, rules, regulations, any rules of play, and other governing documents sufficient to describe the structure, nature, and extent of the organization’s activities. The Secretary General shall prescribe the form of the

membership application and each document to be submitted. Continued membership by an Organization Member is an acknowledgement of the purposes and goals stated in Bylaw 102 and the role of the Federation in advancing the Purposes as articulated in the Bylaws. In applying to be an Organization Member of the Federation, each applicant agrees that as a condition of such membership it will not take any actions inconsistent with the purposes and goals stated in Bylaw 102 and will otherwise comply with the provisions stated in these Bylaws.

Section 2. The Secretary General shall refer an application to be an Organization Member to the Board of Directors for consideration. The Board shall submit the application and accompanying documents to the appropriate committee or task force of the Federation for review and report. The Board shall determine whether the applicant complies with the Bylaws, policies and requirements of the Federation for the membership category for which the applicant applied. If the Board determines that the applicant qualifies, the Board may (A) admit the applicant to provisional membership in the Federation until the next meeting of the National Council that the application can be considered and recommend that the applicant be admitted into full membership of the Federation, or (B) if the National Council has delegated to the Board authority to approve an application, admit the applicant to full membership in the Federation. If the Board determines that applicant does not qualify, provisional membership shall not be granted and the Board shall either deny the application or recommend to the National Council that the applicant not be approved for membership in the Federation. The National Council or Board, as applicable, shall admit a qualified applicant into full membership of the Federation by majority vote.

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## **Bylaw 212. GENERAL RESPONSIBILITIES**

Section 1. As a condition for obtaining and maintaining membership in the Federation, each Organization Member shall satisfy all of the following requirements:

(1) except as otherwise required by applicable law, will not take any actions inconsistent with the purposes and goals stated in Bylaw 102 and otherwise comply with all Bylaws, policies and requirements of the Federation.

(2) except as required by applicable law, comply with all statutes, regulations, directives and decisions of FIFA and CONCACAF, each as they may be amended or modified from time-to-time, to the extent applicable to that classification of Organization Member.

(3) make available to the Federation any amendment to its organizational documents or its governing documents.

(4) submit to the Federation its most current annual financial statements within ninety (90) days after the end of its fiscal year.

(5) except Associates and as provided by Section 1 of Bylaw 601:

(A) require that every player, coach, trainer, manager, administrator and official that is sponsored, financed, coached, organized or administered by an Organization Member or a member organization of an Organization Member be registered with the appropriate Organization Member; and



(B) register with the Federation each seasonal year the names and addresses of those players, coaches, trainers, managers, administrators, and officials registered with such Organization Member.

(6) pay fees and other amounts due to the Federation by deadlines set by the Federation.

(7) comply with the Sports Act.

(8) if the Organization Member is responsible for recruiting, training, fielding or funding soccer players, establish a risk management program to promote the safety and protect the welfare of participants.

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## **Bylaw 241. SUSPENSIONS, FINES, AND TERMINATIONS**

Section 1. An Organization Member failing to pay any fees due the Federation may be provided notice of the delinquency. If those fees are not paid within 30 days after the date specified in the notice of delinquency, the delinquent Organization Member may be suspended from membership in the Federation. Unless otherwise provided by the Board of Directors, the membership of an Organization Member shall be terminated automatically if the Organization Member has failed to pay those fees for a period of 45 days after the date specified in the notice of delinquency.

Section 2. The Board may impose disciplinary sanctions, require corrective action, suspend, fine, or terminate (or any combination thereof) the membership of any Organization Member if the Board determines, in its sole discretion, that (1) the conduct of the Organization Member is contrary to the best interests of soccer or the Federation, or (2) the Organization Member has not complied with the requirements of its membership in the Federation, including its obligation not to take any actions inconsistent with the purposes and goals stated in Bylaw 102 and to otherwise comply with the provisions stated in these Bylaws. The Board may act only after providing notice to the Organization Member and conducting a hearing at which the Organization Member may present evidence in support of its position.

Section 3. Disciplinary action imposed or recognized by the Federation or the U.S. Center for SafeSport must be honored and enforced by all Organization Members and their members upon notice from the Federation. An Organization Member may notify the Federation of a disciplinary action taken against any of its members to suspend or terminate participation by providing the Federation with a copy of the decision and, upon request from the Federation, with the record of the disciplinary action. The Federation will recognize, honor, and enforce disciplinary action taken by an Organization Member upon confirmation that the subject of the disciplinary action received a hearing and was afforded procedural rights substantially similar to those set forth in the Federation's Bylaws and policies. This due process review does not constitute an appeal and shall not cast judgment on the factual record or merits of the disciplinary action.

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## **Bylaw 302. COMPOSITION AND VOTING**

### **Section 1.**

(a) The following shall be members of the National Council and entitled to one vote unless otherwise specified:

(1) delegates from the State Associations, National Associations, and Professional Leagues having votes as determined and weighted under section 2 of this Bylaw.

(2) Athlete delegates having votes as determined and weighted under section 3 of this Bylaw.

(3) each voting member of the Board.

(4) each past President of the Federation.

(5) each Life Member, except that the total of all votes cast by Life Members shall not exceed twelve (12). If there are more than twelve (12) Life Members, then each Life Member's vote shall equal the fraction of twelve (12) divided by the number of Life Members at that meeting, rounded off, if necessary, to two (2) decimal places, except that the Credentials Committee has the discretion for a given year to extend the calculation beyond two (2) decimal places based upon the capabilities of the computerized voting system and/or spreadsheet program.

(6) delegates from each National Association, National Affiliate, Other Affiliate, Indoor Professional League, Disabled Service Organization and Associate.

(7) the Commissioners of the Adult Council's Administrative Commission shall be delegates and also entitled to vote in the Adult Council.

(8) the Commissioners of the Youth Council's Administrative Commission shall be delegates and also entitled to vote in the Youth Council.

(9) delegate(s) selected by Individual Sustaining Members.

(b) An individual eligible to vote in more than one capacity under subsection (a) of this section may only vote in one of those capacities, as selected by that individual.

(c) (1) No voting by proxy is allowed. Except as provided in subsection (2), an individual may cast all or part of the votes of an Organization Member having more than one vote at a National Council meeting. A delegate of an Organization Member must be an officer, director, or senior executive of the Organization Member or must be authorized in writing to serve as a delegate by the governing body of the Organization Member.

(2) For any National Council meeting, a delegate of an Organization Member may not cast votes that exceed 2 percent of the votes eligible to be cast at a National Council meeting.

(d) Any dispute regarding voting or eligibility to vote shall be decided by the Credentials Committee. A decision of the Credential Committee may be appealed to the Board.

(e) An Organization Member may designate alternates to register for and attend National Council meetings. An alternate may not vote but has the right to speak.

### **Section 2.**

(a) The number of delegates from each of the Organization Members in the Youth, Adult, and Professional Councils shall be determined by the respective Councils. The number of delegates voting within a Council shall be proportional among its Organization Members based on the following:

(1) In the Youth Council, the number of delegates for (A) a State Association shall be based on the number of players registered and fees paid to the Federation by the State Association, and (B) a National Association shall be based on the number of players registered and fees paid by the National Association directly to the Federation and not through a State Association. In each case, players registered and fees paid shall be for the preceding calendar year, January 1 through December 31, as certified by the Federation's Treasurer.

(2) In the Adult Council, the number of delegates for (A) a State Association shall be based on the number of players registered and fees paid to the Federation by the State Association, and (B) a National Association shall be based on the number of players registered with the and fees paid directly to the Federation by the National Association and not through a State Association, however the National Association shall designate delegate votes to National Association Members that are not State Associations based upon the number of players registered and fees paid directly to the National Association and not through a State Association. In each case, players registered and fees paid for the preceding calendar year, January 1 through December 31, as certified by the Federation's Treasurer.

(3) In the Professional Council, the number of delegates for each Professional League shall be based on the level of competitive division among the Professional Leagues.

(b) If the members of the Council are unable to reach agreement on the number of delegates under subsection (a) of this section, the Board shall determine the number.

(c) The Youth, Adult, and Professional Councils shall have equal voting strength in the National Council

(d) To provide equal voting strength among the Youth, Adult, and Professional Councils, the votes of the delegates from each of those Councils shall be multiplied by a Council multiplier. The Council multiplier shall equal the number of delegates for the Council with the largest number of delegates divided by the number of delegates of the respective Council, rounded off, if necessary, to two (2) decimal places, except that the Credentials Committee has the discretion for a given year to extend the calculation beyond two (2) decimal places based upon the capabilities of the computerized voting system and/or spreadsheet program.

### Section 3.

(a) At least twenty (20) percent of the votes eligible to be cast at a National Council must be Athletes, and the Credentials Committee shall make necessary adjustments to ensure that this twenty (20) percent Athlete requirement is satisfied.

(b) Athlete delegates to the National Council shall be determined by the Athletes' Council.

(c) One individual may cast all or part of the votes for the Athletes at a National Council meeting, but that individual may not cast votes for any other Organization Member or individual at the meeting. The individual may cast the votes as an Athlete delegate as determined by the Athletes' Council.

(d) To ensure at least twenty (20) percent Athlete representation on the National Council, the

votes of the Athlete delegates shall be multiplied by an Athlete Council multiplier. The multiplier shall be calculated as follows:  $((TWV/.8) - TWV)/AD$  rounded off, if necessary, to two (2) decimal places, except that the Credentials Committee has the discretion for a given year to extend the calculation beyond two (2) decimal places based upon the capabilities of the computerized voting system and/or spreadsheet program. "TWV" means the total weighted vote of all non-Athlete delegates at the National Council. "AD" means the number of Athlete delegates at the National Council meeting.

#### **Bylaw 402. RESPONSIBILITIES OF OFFICERS**

Section 1. The responsibilities of the President of the Federation shall include the following:

- (a) preside at all meetings of the National Council and the Board of Directors, and serve as Chairperson of the Board;
- (b) subject to approval of the Board, appoint or replace members of committees and task forces, and serve as an ex officio member of those committees and task forces;
- (c) submit an annual report on the state of the Federation thirty (30) days prior to the annual general meeting of the National Council; and
- (d) serve as or designate the official representative of the Federation in FIFA, CONCACAF, and other international organizations.

Section 2. The Vice President shall assist the President in the performance of the President's responsibilities and shall exercise all the powers of the President in the President's absence or incapacity.

Section 3. The President shall appoint, subject to approval of the Board, a member of the Board to serve as Treasurer. The Treasurer will serve as the Chairperson of the Budget and Finance Committee. The Treasurer shall possess the authority to act as treasurer of the corporation as may be required by applicable law and any authority specifically bestowed by the Board of Directors.

Section 4. Qualifications. Officers must be at least eighteen years old and have the legal right to work in the United States without sponsorship, and should have a commitment to Olympic and Paralympic ideals. An individual is ineligible if s/he has:

- (a) A felony conviction of any kind;
- (b) Any conviction (misdemeanor or otherwise) for sexual abuse or sexual assault of any kind or for a hate crime;
- (c) Served a period of ineligibility for an intentional Anti-Doping Rule Violation as determined by the World Anti-Doping Code; or
- (d) Served a period of ineligibility for a SafeSport Code violation as defined by the U.S. Center for SafeSport.

Any other criminal conviction must be disclosed in advance of consideration for service as an Officer and may be considered in evaluations. Any suspension, or ineligibility from a sport or sport organization for rules violations or otherwise must also be disclosed for similar consideration. Officers have an ongoing duty to disclose. If a potential or existing Officer is under investigation for, or has been formally accused

of, any of the above infractions, the Board may vote to suspend the individual's activity on the Board, during the pendency of such investigation, as provide in Bylaw 415. An investigation or formal accusation may be cause for a suspension under Bylaw 415.

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#### **Bylaw 411. GENERAL AUTHORITY AND RESPONSIBILITIES**

Section 1. The Federation shall have a Board of Directors. Except as otherwise specifically provided by these Bylaws, the Board shall have all governance, supervisory, and administrative authority of the Federation.

Section 2. No member of the Board, committee chairperson, or voting committee member may receive compensation from the Federation except for reimbursement of expenses, compensation as a player on a national team, or as authorized by contract approved by the Board. A member of the Board with a financial interest in any matter under consideration by the Board shall abstain from deliberations and voting by the Board on such a matter.

Section 3. No member of the Board or officer of the Federation may serve as an officer or director of any other amateur sports organization that is recognized as a national governing body by the USOC.

Section 4. Qualifications. Members of the Board must be at least eighteen years old and have the legal right to work in the United States without sponsorship, and should have a commitment to Olympic and Paralympic ideals. An individual is ineligible if s/he has:

- (a) A felony conviction of any kind;
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#### **Bylaw 431. STANDING AND SPECIAL COMMITTEES**

Section 1.

- (a) The Nominating and Governance Committee, subject to approval of the Board, 24 shall prescribe the duties and responsibilities of each standing committee.

(b) The President shall annually appoint, subject to approval of the Board no later than the first regular Board meeting after the annual general meeting, the members of the following standing committees:

- (1) Appeals Committee.
- (2) Credentials Committee.
- (3) Physical Fitness and Sports Medicine Advisory Panel.
- (4) Referee Committee.
- (5) Rules Committee.
- (6) Disability Soccer Committee.
- (7) Independent Ethics Panel

(c) The President, subject to approval of the Board of Directors shall establish task forces and appoint their members. The president shall prescribe the responsibilities, specific objective, and term for each task force.

(d) The President shall name the Chairperson of each standing committee and task force from among its members.

(e) Standing committees and task forces shall report to the Board at least annually.

Section 2. The Appeals and Rules Committees and any other committee that prepares, approves, or implements programs involving the expenditure of funds received from the USOC or selects individuals for international, Olympic, and Pan American Games, shall be comprised of at least 20 percent Athletes. Athlete appointments to all Federation committees shall be made in conformance with the Sports Act and the USOC.

Section 3.

(a) The President shall annually appoint, subject to approval of the Board by not later than the first regular Board meeting after the annual general meeting, the members of the following committees of the Board:

- (1) Risk, Audit and Compliance Committee of the Board.
- (2) Nominating and Governance Committee of the Board.
- (3) Investment Committee of the Board.
- (4) Budget and Finance Committee of the Board
- (5) Technical Committee of the Board
- (6) Commercial Committee of the Board

(b) Committees of the Board shall consist of at least three (3) and not more than five (5) Board members.

(c) The Risk, Audit and Compliance Committee shall include the three (3) independent directors.

(d) The Nominating and Governance Committee shall include the President and at least one (1) independent director amongst its members.

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## **Bylaw 541. INDEMNIFICATION**

Section 1. The Federation shall indemnify and hold harmless each current and former member of the Board and all officers and employees of the Federation, or any person who is or was serving by appointment on behalf of the Federation and at the request of the Federation (each, an “Indemnitee”) to the fullest extent permitted by New York law from and against any and all losses, claims, demands, costs, damages, liabilities, expenses of any nature (including reasonable attorneys’ fees and disbursements and other costs of litigation, whether pending or threatened), judgments, fines, settlements and other amounts, of any nature whatsoever, known or unknown (collectively, “Liabilities”) arising from any and all claims, demands, actions, suits or proceedings, whether civil, criminal, administrative or investigative (collectively, “Actions”), in which the Indemnitee may be involved, or threatened to be involved as a party or otherwise, arising out of or incident to the business of the Federation, if the Indemnitee’s conduct did not constitute fraud, gross negligence, willful misconduct, criminal misconduct, a knowing violation of applicable law, or a transaction for which such Indemnitee received a personal benefit in violation of applicable law. The termination of an Action, suit or proceeding by judgment, order, settlement, or upon a plea of *nolo contendere* or its equivalent, shall not, in and of itself, create a presumption that the Indemnitee acted in a manner that would be excluded from indemnity pursuant to the preceding sentence.

Section 2. Expenses incurred by an Indemnitee in defending any Action subject to this Bylaw will be advanced by the Federation prior to the final disposition of such Action provided the Indemnitee executes a satisfactory written commitment to (1) repay such amount if it shall be determined that such Indemnitee is not entitled to be indemnified as authorized in this Bylaw (2) agree the expenses for which Indemnitee seeks reimbursement qualify as reasonable attorneys’ fees and disbursements and other costs of litigation, whether pending or threatened, as further defined by policies approved by the Board; and (3) such other reasonable conditions as may be determined by the CEO/Secretary General or his/her designee, in the best interests of the Federation. The indemnification provided by this Bylaw shall be in addition to any other rights to which an Indemnitee may be entitled under any agreement, as a matter of law or equity or otherwise, and shall inure to the benefit of the heirs, successors, assigns and administrators of the Indemnitee.

Section 3. The Board of Directors may authorize the purchase of insurance to cover any person potentially due indemnification under this Bylaw.

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## **Bylaw 708. JURISDICTION OF U.S. CENTER FOR SAFESPORT**

This Bylaw is intended to meet the USOC's request that the jurisdiction for the U.S. Center for SafeSport be included in these Bylaws.

Section 1. Subject Matter Jurisdiction. The investigation and adjudication of matters involving allegations or reports of sexual abuse or misconduct, or other violations of U.S. Soccer Policies that involve prohibited conduct that is reasonably related to and accompanies an alleged violation involving sexualized behavior (*see*, the current edition of the U.S. Soccer Safe Soccer Framework Handbook) are subject to the subject matter jurisdiction of the U.S. Center for SafeSport in accordance with the requirements of the USOC and pursuant to 36 U.S.C. § 220541(a)(2).

Section 2. Personal Jurisdiction. Adults authorized directly by the Federation to interact with an amateur athlete are subject to the personal jurisdiction of the U.S. Center for SafeSport, which specifically includes: employees of the Federation; national team coaches, administrators, staff, and medical personnel; referees Grades 1-4, national coaching instructors, and any other individuals expressly required by U.S. Soccer's Safe Soccer Framework and/or applicable USOC policy, rule or bylaw.



## II. HOW THE BYLAWS WOULD BE CHANGED

### Bylaw 102. PURPOSES AND GOALS

The purposes of the Federation are to further develop the sport of soccer in the United States and to undertake actions to further the purposes of Ted Stevens Olympic and Amateur Sports Act. In order to fulfill these purposes, the Federation will, among other things:

(1) ~~to~~ promote, govern, coordinate, and administer the growth and development of soccer in all its recognized forms in the United States for all persons of all ages and abilities, including youth teams, amateur teams, professional teams, national teams and international games and tournaments

(2) ~~to~~ provide for the continuing development of soccer players, coaches, referees and administrators at all levels;

(3) ~~to~~ foster the international competitiveness of United States soccer players at all levels, including through the maintenance of standards to support the continued domestic growth of soccer, which ultimately facilitates competitiveness in international competitions such as the Olympics, Pan American Games, and the World Cup, in order to ensure the United States reaches its full soccer potential;

(4) obtain for the United States capable representation possible in international soccer competition, including, but not limited to, the Olympic Games, the Pan-American Games, the World Cup, and other FIFA sanctioned events;

(5) ~~to~~ provide for national cup competitions; and

(6) ~~to~~ provide for the prompt and equitable resolution of grievances.

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### Bylaw 103. FIFA MEMBERSHIP AND NATIONAL GOVERNING BODY STATUS

Section 1. The Federation is the national association member of the Federation Internationale de Football Association (“FIFA”) for the United States. The Federation is also a member of the Confederation of North, Central America and Caribbean Association Football (“CONCACAF”). The Federation and its members are, to the extent permitted by governing law, obliged to respect the statutes, regulations, directives, and decisions of FIFA and of CONCACAF, and to ensure that these are likewise respected by their members. The Federation is further obligated to recognize the FIFA International Match Calendar.

Section 2. The Federation is the national governing body for the sport of soccer in the United States, as provided by the Sports Act (as defined in Bylaw 109) and the United States Olympic Committee (“USOC”). The Federation and its members are, to the extent permitted by governing law, obliged to respect the statutes, regulations, and policies relating to the Sports Act, including (i) to concentrate elite soccer players into competitions in order to yield the most competitive international soccer team possible, (ii) to promote soccer

nationwide by holding recognized competitions in diverse locations, (iii) to designate to the USOC individuals and teams to represent the United States in the Olympic Games, the Paralympic Games, and the Pan-American Games, (iv) to coordinate with its professional league Members to sponsor United States professional soccer players to compete in designated international soccer competitions held both within and outside the United States such as, but not limited to, World Cup, international federation and confederation competitions; and (v) to designate individuals and teams to represent the United States in international amateur athletic competition (other than the Olympic Games, the Paralympic Games, and the Pan-American Games) and certify, in accordance with applicable international rules, the amateur eligibility of those individuals and teams.

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## **Bylaw 211. ADMISSION TO MEMBERSHIP**

Section 1. An organization desiring to become an Organization Member of the Federation must submit a written application for membership to the Secretary General. The applicant must apply for a specific membership category. The applicant must include with the application copies of its charter, articles of incorporation or other organizational documents, bylaws, rules, regulations, any rules of play, and other governing documents sufficient to describe the structure, nature, and extent of the organization's activities. The Secretary General shall prescribe the form of the membership application and each document to be submitted. Continued membership by an Organization Member is an acknowledgement of the purposes and goals stated in Bylaw 102 and the role of the Federation in advancing the Purposes as articulated in the Bylaws. In applying to be an Organization Member of the Federation, each applicant agrees that as a condition of such membership it will not take any actions inconsistent with the purposes and goals stated in Bylaw 102 and will otherwise comply with the provisions stated in these Bylaws.

Section 2. The Secretary General shall refer an application to be an Organization Member to the Board of Directors for consideration. The Board shall submit the application and accompanying documents to the appropriate committee or task force of the Federation for review and report. The Board shall determine whether the applicant complies with the Bylaws, policies and requirements of the Federation for the membership category for which the applicant applied. If the Board determines that the applicant qualifies, the Board may (A) admit the applicant to provisional membership in the Federation until the next meeting of the National Council that the application can be considered and recommend that the applicant be admitted into full membership of the Federation, or (B) if the National Council has delegated to the Board authority to approve an application, admit the applicant to full membership in the Federation. If the Board determines that applicant does not qualify, provisional membership shall not be granted and the Board shall either deny the application or recommend to the National Council that the applicant not be approved for membership in the Federation. The National Council or Board, as applicable, shall admit a qualified applicant into full membership of the Federation by majority vote.

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## **Bylaw 212. GENERAL RESPONSIBILITIES**

Section 1. As a condition for obtaining and maintaining membership in the Federation, each Organization Member shall satisfy all of the following requirements:

- (1) except as otherwise required by applicable law, **will not take any actions inconsistent with the purposes and goals stated in Bylaw 102 and otherwise** comply with all Bylaws, policies and requirements of the Federation.
- (2) **except as required by applicable law, comply with** and all statutes, regulations, directives and decisions of FIFA and CONCACAF, each as they may be amended or modified from time-to-time, to the extent applicable to that classification of Organization Member.
- (3) make available to the Federation any amendment to its organizational documents or its governing documents.
- (4) submit to the Federation its most current annual financial statements within ninety (90) days after the end of its fiscal year.
- (5) except Associates and as provided by Section 1 of Bylaw 601:
  - (A) require that every player, coach, trainer, manager, administrator and official that is sponsored, financed, coached, organized or administered by an Organization Member or a member organization of an Organization Member be registered with the appropriate Organization Member; and
  - (B) register with the Federation each seasonal year the names and addresses of those players, coaches, trainers, managers, administrators, and officials registered with such Organization Member.
- (6) pay fees and other amounts due to the Federation by deadlines set by the Federation.
- (7) comply with the Sports Act.
- (8) if the Organization Member is responsible for recruiting, training, fielding or funding soccer players, establish a risk management program to promote the safety and protect the welfare of participants.

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## **Bylaw 241. SUSPENSIONS, FINES, AND TERMINATIONS**

Section 1. An Organization Member failing to pay any fees due the Federation may be provided notice of the delinquency. If those fees are not paid within 30 days after the date specified in the notice of delinquency, the delinquent Organization Member may be suspended from membership in the Federation. Unless otherwise provided by the Board of Directors, the membership of an Organization Member shall be terminated automatically if the Organization Member has failed to pay those fees for a period of 45 days after the date specified in the notice of delinquency.

Section 2. The Board may impose disciplinary sanctions, require corrective action, suspend, fine, or terminate (or any combination thereof) the membership of any Organization Member if the

Board determines, in its sole discretion, that (1) the conduct of the Organization Member is contrary to the best interests of soccer or the Federation, or (2) the Organization Member has not complied with the requirements of its membership in the Federation, **including its obligation not to take any actions inconsistent with the purposes and goals stated in Bylaw 102 and to otherwise comply with the provisions stated in these Bylaws.** The Board may act only after providing notice to the Organization Member and conducting a hearing at which the Organization Member may present evidence in support of its position.

Section 3. Disciplinary action imposed or recognized by the Federation **or the U.S. Center for SafeSport** must be honored and enforced by **all** Organization Members and their members upon notice from the Federation. An Organization Member may notify the Federation of a disciplinary action taken against any of its members to suspend or terminate participation by providing the Federation with a copy of the decision and, upon request from the Federation, with the record of the disciplinary action. The Federation will recognize, honor, and enforce disciplinary action taken by an Organization Member upon confirmation that the subject of the disciplinary action received a hearing and was afforded procedural rights substantially similar to those set forth in the Federation's Bylaws and policies. This due process review does not constitute an appeal and shall not cast judgment on the factual record or merits of the disciplinary action.

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## **Bylaw 302. COMPOSITION AND VOTING**

### **Section 1.**

(a) The following shall be members of the National Council and entitled to one vote unless otherwise specified:

- (1) delegates from the State Associations, National Associations, and Professional Leagues having votes as determined and weighted under section 2 of this Bylaw.
- (2) Athlete delegates having votes as determined and weighted under section 3 of this Bylaw.
- (3) each voting member of the Board.
- (4) each past President of the Federation.
- (5) each Life Member, except that the total of all votes cast by Life Members shall not exceed twelve (12). If there are more than twelve (12) Life Members, then each Life Member's vote shall equal the fraction of twelve (12) divided by the number of Life Members at that meeting, rounded off to two (2) decimal places, **except that the Credentials Committee has the discretion for a given year to extend the calculation beyond two (2) decimal places based upon the capabilities of the computerized voting system and/or spreadsheet program.**
- (6) delegates from each National Association, National Affiliate, Other Affiliate, Indoor Professional League, Disabled Service Organization and Associate.
- (7) the Commissioners of the Adult Council's Administrative Commission shall be delegates and also entitled to vote in the Adult Council.

(8) the Commissioners of the Youth Council's Administrative Commission shall be delegates and also entitled to vote in the Youth Council.

(9) delegate(s) selected by Individual Sustaining Members.

(b) An individual eligible to vote in more than one capacity under subsection (a) of this section may only vote in one of those capacities, as selected by that individual.

(c) (1) No voting by proxy is allowed. Except as provided in subsection (2), an individual may cast all or part of the votes of an Organization Member having more than one vote at a National Council meeting. A delegate of an Organization Member must be an officer, director, or senior executive of the Organization Member or must be authorized in writing to serve as a delegate by the governing body of the Organization Member.

(2) For any National Council meeting, a delegate of an Organization Member may not cast votes that exceed 2 percent of the votes eligible to be cast at a National Council meeting.

(d) Any dispute regarding voting or eligibility to vote shall be decided by the Credentials Committee. A decision of the Credential Committee may be appealed to the Board.

(e) An Organization Member may designate alternates to register for and attend National Council meetings. An alternate may not vote but has the right to speak.

## **Section 2.**

(a) The number of delegates from each of the Organization Members in the Youth, Adult, and Professional Councils shall be determined by the respective Councils. The number of delegates voting within a Council shall be proportional among its Organization Members based on the following:

(1) In the Youth Council, the number of delegates for (A) a State Association shall be based on the number of players registered and fees paid to the Federation by the State Association, and (B) a National Association shall be based on the number of players registered and fees paid by the National Association directly to the Federation and not through a State Association. In each case, players registered and fees paid shall be for the preceding calendar year, January 1 through December 31, as certified by the Federation's Treasurer.

(2) In the Adult Council, the number of delegates for (A) a State Association shall be based on the number of players registered and fees paid to the Federation by the State Association, and (B) a National Association shall be based on the number of players registered with the and fees paid directly to the Federation by the National Association and not through a State Association, however the National Association shall designate delegate votes to National Association Members that are not State Associations based upon the number of players registered and fees paid directly to the National Association and not through a State Association. In each case, players registered and fees paid for the preceding calendar year, January 1 through December 31, as certified by the Federation's Treasurer.

(3) In the Professional Council, the number of delegates for each Professional League shall be based on the level of competitive division among the Professional Leagues.

(b) If the members of the Council are unable to reach agreement on the number of delegates under subsection (a) of this section, the Board shall determine the number.

(c) The Youth, Adult, and Professional Councils shall have equal voting strength in the National Council

(d) To provide equal voting strength among the Youth, Adult, and Professional Councils, the votes of the delegates from each of those Councils shall be multiplied by a Council multiplier. The Council multiplier shall equal the number of delegates for the Council with the largest number of delegates divided by the number of delegates of the respective Council, rounded off to two (2) decimal places, except that the Credentials Committee has the discretion for a given year to extend the calculation beyond two (2) decimal places based upon the capabilities of the computerized voting system and/or spreadsheet program.

### Section 3.

(a) At least twenty (20) percent of the votes eligible to be cast at a National Council must be Athletes, and the Credentials Committee shall make necessary adjustments to ensure that this twenty (20) percent Athlete requirement is satisfied.

(b) Athlete delegates to the National Council shall be determined by the Athletes' Council.

(c) One individual may cast all or part of the votes for the Athletes at a National Council meeting, but that individual may not cast votes for any other Organization Member or individual at the meeting. The individual may cast the votes as an Athlete delegate as determined by the Athletes' Council.

(d) To ensure at least twenty (20) percent Athlete representation on the National Council, the votes of the Athlete delegates shall be multiplied by an Athlete Council multiplier. The multiplier shall be calculated as follows:  $((TWV/.8) - TWV)/AD$  rounded off to two (2) decimal places, except that the Credentials Committee has the discretion for a given year to extend the calculation beyond two (2) decimal places based upon the capabilities of the computerized voting system and/or spreadsheet program. "TWV" means the total weighted vote of all non-Athlete delegates at the National Council. "AD" means the number of Athlete delegates at the National Council meeting.

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(a) preside at all meetings of the National Council and the Board of Directors, and serve as Chairperson of the Board;

(b) subject to approval of the Board, appoint or replace members of committees and task forces, and serve as an ex officio member of those committees and task forces;

(c) submit an annual report on the state of the Federation thirty (30) days prior to the annual general meeting of the National Council; and

(d) serve as or designate the official representative of the Federation in FIFA, CONCACAF, and other international organizations.

Section 2. The Vice President shall assist the President in the performance of the President's responsibilities and shall exercise all the powers of the President in the President's absence or incapacity.

Section 3. The President shall appoint, subject to approval of the Board, a member of the Board to serve as Treasurer. The Treasurer will serve as the Chairperson of the Budget and Finance Committee. The Treasurer shall possess the authority to act as treasurer of the corporation as may be required by applicable law and any authority specifically bestowed by the Board of Directors.

**Section 4. Qualifications. Officers must be at least eighteen years old and have the legal right to work in the United States without sponsorship, and should have a commitment to Olympic and Paralympic ideals. An individual is ineligible if s/he has:**

**(a) A felony conviction of any kind;**

**(b) Any conviction (misdemeanor or otherwise) for sexual abuse or sexual assault of any kind or for a hate crime;**

**(c) Served a period of ineligibility for an intentional Anti-Doping Rule Violation as determined by the World Anti-Doping Code; or**

**(d) Served a period of ineligibility for a SafeSport Code violation as defined by the U.S. Center for SafeSport.**

**Any other criminal conviction must be disclosed in advance of consideration for service as an Officer and may be considered in evaluations. Any suspension, or ineligibility from a sport or sport organization for rules violations or otherwise must also be disclosed for similar consideration. Officers have an ongoing duty to disclose. If a potential or existing Officer is under investigation for, or has been formally accused of, any of the above infractions, the Board may vote to suspend the individual's activity on the Board, during the pendency of such investigation, as provide in Bylaw 415. An investigation or formal accusation may be cause for a suspension under Bylaw 415.**

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Section 3. No member of the Board or officer of the Federation may serve as an officer or director of any other amateur sports organization that is recognized as a national governing body by the USOC.

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**(a) A felony conviction of any kind;**

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- (1) Appeals Committee.
- (2) Credentials Committee.
- (3) Physical Fitness and Sports Medicine Research **Advisory Panel** Committee.
- (4) Referee Committee.
- (5) Rules Committee.
- (6) Disability Soccer Committee.
- ~~(7) Technical Committee.~~
- ~~(8) Independent Ethics **Panel** Committee~~

(c) The President, subject to approval of the Board of Directors shall establish task forces and appoint their members. The president shall prescribe the responsibilities, specific objective, and term for each task force.

(d) The President shall name the Chairperson of each standing committee and task force from among its members.



(e) Standing committees and task forces shall report to the Board at least annually.

Section 2. The Appeals and Rules Committees and any other committee that prepares, approves, or implements programs involving the expenditure of funds received from the USOC or selects individuals for international, Olympic, and Pan American Games, shall be comprised of at least 20 percent Athletes. Athlete appointments to all Federation committees shall be made in conformance with the Sports Act and the USOC.

Section 3.

(a) The President shall annually appoint, subject to approval of the Board by not later than the first regular Board meeting after the annual general meeting, the members of the following committees of the Board:

(1) Risk, Audit and Compliance Committee of the Board.

(2) Nominating and Governance Committee of the Board.

(3) Investment Committee of the Board.

(4) Budget and Finance Committee of the Board

**(5) Technical Committee of the Board**

**(6) Commercial Committee of the Board**

(b) Committees of the Board shall consist of at least three (3) and not more than five (5) Board members.

(c) The Risk, Audit and Compliance Committee shall include the three (3) independent directors.

(d) The Nominating and Governance Committee shall include the President and at least one (1) independent director amongst its members.

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Section 1. The Federation shall indemnify and hold harmless each current and former member of the Board and all officers and employees of the Federation, or any person who is or was serving **by appointment** on behalf of the Federation and at the request of the Federation (each, an “Indemnitee”) to the fullest extent permitted by New York law from and against any and all losses, claims, demands, costs, damages, liabilities, expenses of any nature (including reasonable attorneys’ fees and disbursements and other costs of litigation, whether pending or threatened), judgments, fines, settlements and other amounts, of any nature whatsoever, known or unknown (collectively, “Liabilities”) arising from any and all claims, demands, actions, suits or proceedings, whether civil, criminal, administrative or investigative (collectively, “Actions”), in which the Indemnitee may be involved, or threatened to be involved as a party or otherwise, arising out of or incident to the business of the Federation, if the Indemnitee’s conduct did not constitute fraud, gross negligence, willful misconduct, criminal misconduct, a knowing violation

of applicable law, or a transaction for which such Indemnitee received a personal benefit in violation of applicable law. The termination of an Action, suit or proceeding by judgment, order, settlement, or upon a plea of *nolo contendere* or its equivalent, shall not, in and of itself, create a presumption that the Indemnitee acted in a manner that would be excluded from indemnity pursuant to the preceding sentence.

**Section 2.** Expenses incurred by an Indemnitee in defending any Action subject to this Bylaw **will** ~~may~~ be advanced by the Federation prior to the final disposition of such Action ~~upon~~ **provided the Indemnitee executes** ~~receipt by the Federation of~~ a satisfactory written commitment ~~by or on behalf of the Indemnitee to~~ **(1) repay such amount if it shall be determined that such Indemnitee is not entitled to be indemnified as authorized in this Bylaw (2) agree the expenses for which Indemnitee seeks reimbursement qualify as reasonable attorneys' fees and disbursements and other costs of litigation, whether pending or threatened, as further defined by policies approved by the Board; and (3) such other reasonable conditions as may be determined by the CEO/Secretary General or his/her designee, in the best interests of the Federation.** The indemnification provided by this Bylaw shall be in addition to any other rights to which an Indemnitee may be entitled under any agreement, as a matter of law or equity or otherwise, and shall inure to the benefit of the heirs, successors, assigns and administrators of the Indemnitee.

**Section 3.** The Board of Directors may authorize the purchase of insurance to cover any person potentially due indemnification under this Bylaw.

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### **Bylaw 708. JURISDICTION OF U.S. CENTER FOR SAFESPORT**

**This Bylaw is intended to meet the USOC's request that the jurisdiction for the U.S. Center for SafeSport be included in these Bylaws.**

**Section 1. Subject Matter Jurisdiction. The investigation and adjudication of matters involving allegations or reports of sexual abuse or misconduct, or other violations of U.S. Soccer Policies that involve prohibited conduct that is reasonably related to and accompanies an alleged violation involving sexualized behavior are subject to the subject matter jurisdiction of the U.S. Center for SafeSport in accordance with the requirements of the USOC and pursuant to 36 U.S.C. § 220541(a)(2).**

**Section 2. Personal Jurisdiction. Adults authorized directly by the Federation to interact with an amateur athlete are subject to the personal jurisdiction of the U.S. Center for SafeSport, which specifically includes: employees of the Federation; national team coaches, administrators, staff, and medical personnel; referees Grades 1-4, national coaching instructors, and any other individuals expressly required by U.S. Soccer's Safe Soccer Framework and/or applicable USOC policy, rule or bylaw.**

### **III. RATIONALE**

*Explain the rationale for your proposal and the intended effect of the change.*

### **Intended Effect of the Change**

These amendments are designed to better reflect the Federation's goals in a transparent manner, to account for changes in technology, and to better reflect the role of the U.S. Center for SafeSport.

### **Rationale for the Proposal**

As the Federation continues to grow, it is important to ensure all members understand, embrace and support the Federation's goals and that our Bylaws keep pace with applicable developments in technology, the industry and our culture.

- Bylaws 102, 103, 211, 212, and 241: Amendments to these Bylaws are intended to provide a more explicit statement of the Federations' goals for purposes of aligning all of the Federation with those goals. In addition, this clarification of goals assists in putting Organization Members on notice about these goals as they align with FIFA, USOC and legal obligations already in existence.
- Bylaw 241, Section 3: This amendment is designed to make abundantly clear that all Organization Members are expected to recognize disciplinary action imposed by the U.S. Center for SafeSport, by, for example, refusing to hire individuals who have been deemed permanently ineligible by the Center.
- Bylaws 241, 402, and 411 are designed to bring various bylaws into alignment with USOC bylaws regarding officer or Board service and to make clear that officers and Board members are held to standards consistent with USSF staff members and National Team participants with regard to prohibitions on criminal conduct and SafeSport or anti-doping violations.
- Bylaw 431, Section 1 is designed to better reflect the composition of each of the Sports Medicine and Ethics Panels as comprised primarily of outside professionals. Bylaw 431, Section 3 reflects the addition of the Commercial Committee and the move of the Technical Committee from a standing committee to a Board Committee to promote more consistent oversight of technical functions at the Board level.
- Bylaw 541: Section 1 is designed to make clear indemnity applies to committee members. Section 2 is under contemplation as a means to make the process for Board advancement (advancing defense costs) more transparent and straightforward, and to avoid asking Board members to vote on advancement regarding their fellow board members. Instead, Board members would be entitled to advancement based on reasonableness policy to be developed by Federation Staff at the direction of the CEO/Secretary General. Reasonable conditions may include, for example, advancement where covered by applicable insurance or at rates consistent with Federation insurance coverage.
- Bylaw 708 is designed to transparently reflect the jurisdiction of the U.S. Center for SafeSport imparted by USOC Policy and Federal Law.

### **Rules Committee Recommendation for Proposed Amendment to Bylaw 102**

This proposal would amend Bylaw 102 to provide more explicit statements of the Federation's goals. Specifically, the changes identify the Federation's obligations under the Sports Act and the scope of the Federation's activities. The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to amend the purposes and goals of the Federation is a policy decision for the National Council.

### **Rules Committee Recommendation for Proposed Amendment to Bylaw 103**

This proposal would amend Bylaw 103 to clarify that the Federation and its Organization Members have an obligation to respect the Sports Act. The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to amend the purposes and goals of the Federation is a policy decision for the National Council.

### **Rules Committee Recommendation for Proposed Amendment to Bylaw 211**

This proposal would amend Bylaw 211 to explicitly provide that all Organization Members are obligated to comply with Bylaw 102. The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to amend the purposes and goals of the Federation is a policy decision for the National Council.

### **Rules Committee Recommendation for Proposed Amendment to Bylaw 212**

This proposal would amend Bylaw 212 to explicitly provide that Organization Members will not take action inconsistent with the goals of the Federation. The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to amend this Bylaw is a policy decision for the National Council.

### **Rules Committee Recommendation for Proposed Amendment to Bylaw 241**

This proposal to amend Bylaw 241 would provide additional details for sanctioning Organization Members and makes clear that Organization Members must recognize the decisions of the U.S. Center for SafeSport. The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to amend this Bylaw is a policy decision for the National Council.

### **Rules Committee Recommendation to Proposed Amendment to Bylaw 302**

This proposal to amend Bylaw 302 is technical in nature to allow the Credentials Committee to utilize technology to have more precise calculations. The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to amend this Bylaw is a policy decision for the National Council.

### **Rules Committee Recommendation to Proposed Amendment to Bylaw 402**

This proposal to amend Bylaw 402 provides additional details regarding the criteria to be eligible to be an elected officer of the Federation. The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to amend this Bylaw is a policy decision for the National Council.

### **Rules Committee Recommendation to Proposed Amendment to Bylaw 403**

This proposal to amend Bylaw 403 provides additional details regarding the criteria to be eligible to be a Board member of the Federation. The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to amend this Bylaw is a policy decision for the National Council.

### **Rules Committee Recommendation to Proposed Amendment to Bylaw 431**

This proposal to amend Bylaw 431 updates the Special and Standing Committees to current practice. The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to amend this Bylaw is a policy decision for the National Council.

### **Rules Committee Recommendation to Proposed Amendment to Bylaw 541**

This proposal to amend Bylaw 541 makes clear indemnity applies to committee members and makes the process for Board advancement (advancing defense costs) more transparent and straightforward to avoid asking Board members to vote on advancement regarding their fellow board members. The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to amend this Bylaw is a policy decision for the National Council.

### **Rules Committee Recommendation to Proposed Amendment to Bylaw 708**

The proposal for a new Bylaw 708 would reflect the jurisdiction of the U.S. Center for SafeSport imparted by USOC Policy and Federal Law. The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to amend this Bylaw is a policy decision for the National Council.

**PROPOSED AMENDMENT TO THE  
BYLAWS OF THE UNITED STATES SOCCER FEDERATION, INC.**

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**PROPOSED BY: ATHLETES' COUNCIL**

**I. PROPOSED AMENDMENT**

The Athletes' Council proposes the following amendment to Section 2 of Bylaw 322:

**Bylaw 322. ELECTIONS AS COMMISSIONERS, DIRECTORS AND DELEGATES**

Section 1. The Athletes' Council shall prescribe procedures for the nomination and election of Athletes to serve on the Athletes' Council. The Athletes' Council shall elect its Athlete representatives to four (4) year terms including the Athlete representatives and alternate to the USOC Athlete Advisory Council who shall serve in accordance with Bylaw 323. These elections shall be held every November in even numbered years. There shall be twenty (20) Athlete representatives and they shall serve staggered terms as determined by the Athletes' Council

Section 2. The Athletes elected under section 1 of this Bylaw shall determine amongst themselves who is to serve a four (4) year term on the Board.

**II. HOW THE BYLAW WOULD BE CHANGED**

*Write the bylaw tracking your proposed changes. Underline new language and strike out language that you wish to delete.*

**Bylaw 322. ELECTIONS AS COMMISSIONERS, DIRECTORS AND DELEGATES**

Section 1. The Athletes' Council shall prescribe procedures for the nomination and election of Athletes to serve on the Athletes' Council. The Athletes' Council shall elect its Athlete representatives to four (4) year terms including the Athlete representatives and alternate to the USOC Athlete Advisory Council who shall serve in accordance with Bylaw 323. These elections shall be held every November in even numbered years. There shall be twenty (20) Athlete representatives and they shall serve staggered terms as determined by the Athletes' Council

Section 2. The Athletes elected under section 1 of this Bylaw shall determine amongst themselves who is to serve a ~~two (2)~~ **four (4)** year term on the Board.

**III. RATIONALE**

**Intended Effect of the Change**

This amendment is designed to lengthen the term of Athletes serving on the Board of Directors from a two-year term to a four-year term.

## **Rationale for the Proposal**

At its September 14, 2018 meeting, the Athletes' Council considered an approved a proposal to amend U.S. Soccer Bylaw 322, Section 2, to increase the term of Athletes serving on the U.S. Soccer Board from two years to four years. Among other reasons, this change:

- More accurately reflects the intent of the Athletes' Council to have staggered terms of four years for its members and to elect a Chair and Co-Chairs who will serve on the USSF Board;
- Aligns the term of USSF Athlete service with the term of USOC Board members;
- Aligns the term of USSF Athlete service with the term of the Athletes' Advisory Council under USOC Bylaws;
- Aligns the term with the recommendation of the USOC's Tagliabue Commission with regard to the length of Board service;
- Allows for Athletes (defined under the Ted Stevens Act and USOC Bylaws to be those involved in international amateur athletic competition in the previous ten (10) years prior to election) to have a longer term and therefore more opportunity to grow into their individual roles as Board members and continue their professional development in this regard.

**Rules Committee Recommendation for Proposed Amendment to Bylaw 322**

This proposal would amend Bylaw 322 by appointing the representatives of the Athlete members of the Board to serve four-year terms rather than two-year terms. The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to change the term of the Athlete members of the Board is a policy decision for the National Council.



**PROPOSED AMENDMENT TO THE  
BYLAWS OF THE UNITED STATES SOCCER FEDERATION, INC.**

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**PROPOSED BY: UNITED SOCCER COACHES ASSOCIATION, INC.**

**I. PROPOSED AMENDMENT**

*Cite the bylaw (or subsection thereof) that you wish to change, and write the bylaw as it would appear with your proposed revisions.*

United Soccer Coaches Association, Inc. (“United Soccer Coaches”) proposes an amendment to **Section 3 of Bylaw 413 (ELIGIBILITY)**. The bylaw, as it would appear with the proposed revision, would state:

**Bylaw 413. ELIGIBILITY**

Section 3. The “at large” representative shall be elected by the Organization Members, so long as they are not otherwise represented on the Board, with each of the Organization Members having votes as set forth below. If more than one Organization Member is controlled by a single individual or entity, such commonly-controlled Organization Members shall be grouped together and counted as one Organization Member for purposes of determining the number of votes as set forth below. The election of the “at large” representative shall be administered by the Secretary General and shall occur within 30 days after the Annual General Meeting at which the 2-year term set forth in Bylaw 412(10) above is to expire or within 30 days of a vacancy in the position. Election of the “at large” representative shall be by majority of the votes cast by the Organization Members. Organization Members shall receive the greater number of votes as calculated under one of the following methods: A) One (1) vote for Organization Members that do not register players or that register up to 99,999 players, Two (2) votes for Organization Members that register between 100,000 and 299,999 players, Three (3) votes for Organization Members that register 300,000 or more players; or B) One (1) vote for Organization Members that register players with or are members of one of the Youth, Adult or Professional Councils, Two (2) votes for Organization Members that register players with or are members of two or more of the Youth, Adult or Professional Councils. Player registration for purposes of this section shall be based on registrations in the calendar year immediately prior to the election. If there are more than two candidates running for the position and none of the candidates receives a majority of the vote, a run-off election of the top two vote getters will be conducted. If any election results in a tie, the Board of Directors shall determine the appropriate tie-breaker procedures.

## II. HOW THE BYLAW WOULD BE CHANGED

*Write the bylaw tracking your proposed changes. Underline new language and strike out language that you wish to delete.*

### Bylaw 413. ELIGIBILITY

Section 3. The “at large” representative shall be elected by the ~~following~~ Organization Members, so long as they are not otherwise represented on the Board, with each of the ~~following~~ Organization Members having votes as set forth below: ~~(a) Disabled Service Organizations; (b) Professional Leagues; (c) National Affiliates; (d) National Associations; and (e) Other Affiliates.~~ If more than one Organization Member ~~listed above~~ is controlled by a single individual or entity, such commonly-controlled Organization Members shall be grouped together and counted as one Organization Member for purposes of determining the number of votes as set forth below. The election of the “at large” representative shall be administered by the Secretary General and shall occur within 30 days after the Annual General Meeting at which the 2-year term set forth in Bylaw 412(10) above is to expire or within 30 days of a vacancy in the position. Election of the “at large” representative shall be by majority of the votes cast by ~~the these~~ Organization Members ~~eligible to vote for the position~~. Organization Members shall receive the greater number of votes as calculated under one of the following methods: A) One (1) vote for Organization Members that do not register players or that ~~One (1) vote for Organization Members that~~ register up to 99,999 players, Two (2) votes for Organization Members that register between 100,000 and 299,999 players, Three (3) votes for Organization Members that register 300,000 or more players; or B) One (1) vote for Organization Members that register players with or are members of one of the Youth, Adult or Professional Councils, Two (2) votes for Organization Members that register players with or are members of two or more of the Youth, Adult or Professional Councils. Player registration for purposes of this section shall be based on registrations in the calendar year immediately prior to the election. If there are more than two candidates running for the position and none of the candidates receives a majority of the vote, a run-off election of the top two vote getters will be conducted. If any election results in a tie, the Board of Directors shall determine the appropriate tie-breaker procedures.

## III. RATIONAL

*Explain the rationale for your proposal and the intended effect of the change.*

### Intended Effect of the Change

This bylaw change would provide each Associate Member of the United States Soccer Federation (“U.S. Soccer” or the “Federation”) with one (1) vote for the at-large representative to the Federation’s Board of Directors.

### Rationale for the Proposal

As provided in Bylaw 202, Associate Members constitute one classification of members under the Federation’s “Organization Member” category of membership. At present, Associate

Members do not have a vote for any member of the Federation’s Board of Directors, including the at-large representative of the Board, and therefore have no direct representation on the Board. Until the Board of Directors restructured to reduce to its current size (approximately 2006), all Organization Members, including Associate Members, were permitted to vote on a member of the Board.

Currently, there are ten (10) Organization Members of the Federation whose only representative on the Federation’s Board is the at-large representative. All other Organization Members are represented by a board member other than the at-large representative.<sup>1</sup> The Organization Members represented solely by the at-large representative to the Board are commonly referred to as the At-Large Group.

- The ten Organization Members that comprise the At-Large Group are:
  1. American Amputee Soccer Association
  2. American Youth Soccer Organization (AYSO)
  3. SAY Soccer
  4. USA Deaf Soccer
  5. US Club Soccer
  6. US Futsal
  7. United Soccer Coaches (formerly NSCAA)
  8. United States Power Soccer
  9. United States Specialty Sports Association (USSSA-Soccer)
  10. United States Armed Forces Sports Council
  
- Two members of the At-Large Group do not register players. They are:
  1. United Soccer Coaches (formerly NSCAA)
  2. United States Armed Forces Sports Council
  
- Under the Federation’s current bylaws, these members of the At-Large Group that do not register players are permitted to vote for officers of the Federation and for proposed bylaw changes, but they are not granted a vote for the “at large” representative to the Federation’s Board. This is the case even though the at-large representative of the Board is intended to represent the At-Large Group’s interests.
  
- The eight other members of the At-Large Group are permitted to vote for officers, for proposed bylaw changes, **and** for the at-large representative to the Board.
  
- United Soccer Coaches proposes a bylaw change that would give each member of the At-Large Group that does not currently have the right to vote for the at-large representative

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<sup>1</sup> As an example, US Youth Soccer, which is an Organization Member of the Federation is represented on the Board by its President and Vice President.

to the Board one (1) vote in the election of that representative. The proposed change would not change the number of votes granted to the other eight members of the At-Large Group already authorized to vote for the at-large representative to the Board.

**Thank-you for your consideration.**

Lynn Berling-Manuel  
Chief Executive Officer  
United Soccer Coaches  
[lynn@unitedsoccercoaches.org](mailto:lynn@unitedsoccercoaches.org)

**Rules Committee Recommendation for Proposed Amendment to Bylaw 413**

This proposal would amend Bylaw 413 to allow all Organization Members to vote for the at large representative, so long as they are not otherwise represented on the Board. As an initial matter, the change eliminating categories of membership makes it unclear if State Associations would have a vote for the at large representative if they are not represented on the Board. This effect appears to be unintended based upon the rationale provided for the amendment. Second, it is the Committee's understanding that the original language of this section was part of the reduction in Board size from over forty members to the current fifteen members.

Except as pointed out above, the adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to include Associate members in the vote for the at large representative is a policy decision for the National Council.





# **ANNUAL GENERAL MEETING**

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**2019 | SCOTTSDALE**

## **Section VII**

**New Policy Amendments**





## Summary of Proposed Policy Amendments

<b>Proposed New Policy</b>	<b>Proposed By</b>
Policy 414-1	John Collins
Policy 414-1	California Soccer Association North

## **PROPOSED BY JOHN COLLINS**

### **I. PROPOSED NEW POLICY**

New Policy 414-1-Engagement with Organization Members

#### Section 1. Schedule of Meetings

The Federation will publish annually on its website a tentative list of scheduled in-person Board meetings for the next twelve months. The Federation shall update the meeting information on the website to include the dates, times and locations as that information becomes available.

#### Section 2. Open Meetings.

Regularly scheduled, in-person meetings of the Board are open to Federation members to attend in-person. An attendee may only participate in a meeting as authorized by the Board. Nothing herein shall limit the Board's ability to meet in executive session as it deems appropriate under the circumstances.

### **II. RATIONALE**

The Federation is committed to active, open communication with its Organization Members. The purpose of this new proposed policy is to formalize the Federation's practice of Board meetings being open to Federation members attending in-person. In the past, the Board has announced its meeting schedule at the Board meeting the day before the National Council meeting. This policy further provides for the Board's annual meeting schedule to be posted on the Federation's website so that the information is more accessible for its members.

## **PROPOSED BY CALIFORNIA SOCCER ASSOCIATION NORTH**

### **I. PROPOSED NEW POLICY**

New Policy 414-1 - Engagement with Organization Members

Section 1. Schedule of Meetings.

The Federation will publish annually on its website a tentative list of scheduled in-person Board meetings for the next twelve months. The Federation shall update the meeting information on the website to include the dates, times and locations as that information becomes available.

Section 2. Open Meetings.

Regularly scheduled, in-person meetings of the Board are open to Federation members to attend and observe in-person. An attendee may only participate in a meeting as authorized by the Board. Nothing herein shall limit the Board's ability to meet in executive session (i.e., without observers) as it deems appropriate under the circumstances.

Section 3. Draft Board Agendas.

The Federation will post to its website the draft Board agenda at least two weeks in advance of each scheduled in-person Board meeting. This agenda shall consist of a list of the open session (i.e., non-executive session) business items to be considered by the Board at its upcoming meeting and which are known to the Federation staff or Board president at the time of posting. The Federation will update the draft agenda, if needed, as that information becomes available.

### **II. RATIONALE**

The Federation is committed to open governance and active, transparent communications with its Organization Members.

In the past, the Board has announced its meeting schedule at the Board meeting the day before the annual National Council meeting. Section 1 of the proposed policy provides for the Board's annual meeting schedule to be posted and kept updated on the Federation's website so that this information is more accessible to organization members.

The purpose of Section 2 of this proposed policy is to formalize the Federation's practice of Board meetings being open to Federation members attending in-person.

Finally, Section 3 allows Federation members to develop a better understanding of the amount and type of work the Board does on behalf of the members. It also gives the members an opportunity to provide timely comment and opinion to Board members regarding open session business decisions. This, in turn, may preclude some future wasted efforts on the part of Federation staff and/or volunteers.





# **ANNUAL GENERAL MEETING**

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**2019 | SCOTTSDALE**

## **Section VIII**

**Affirmation of Federation Policies Adopted Since 2018 AGM**



**Summary of Policy Amendments**  
**Passed by the Board of Directors**

<b>Proposed Policy Revision</b>	<b>Proposed By</b>
Policy 102(4)-1	U.S. Open Cup Committee
Policy 401-1	USSF Nomination and Campaign Process
Policy 212-3	U.S. Soccer Athlete and Participant Safety Policy

**POLICY AMENDMENTS PASSED BY USSF BOARD OF DIRECTORS SINCE LAST  
NATIONAL COUNCIL MEETING**

*The following policy amendments were passed at the April 7, 2018 Board meeting.*

**Policy 102(4)-1—Lamar Hunt U.S. Open Cup**

Section 201. Categories of competition

(a) Teams shall qualify for the Open Cup through one of the following divisions of competition: (1) Division I Outdoor Professional League; (2) Division II Outdoor Professional League; (3) Division III Outdoor Professional League; and (4) Open Division. All teams registered and competing in a Division I, Division II or Division III Outdoor Professional League (excluding those teams based outside the United States and teams otherwise ineligible under this Policy) shall be required to enter the Open Cup competition annually. A youth amateur team applying to compete shall compete through the Open Division.

Section 204. Entering the Cup

(a) To compete in the Open Cup, a team must apply each year, on a form provided by the Federation, and pay an entry fee with the application for each year the team enters the competition. The entry fee shall be paid by cashier's check or money order made payable to "USSF". The application and entry fee must be submitted to the Federation by the deadline established by the Open Cup Committee. The Committee may establish different entry deadlines for different categories of competition. The Committee may also establish a requirement for teams entering the competition to submit a performance bond in a form and at levels as the Committee may deem appropriate.

Section 306. Protests and General Discipline

(a) A protest related to an Open Cup match must be filed in writing with the Open Cup Commissioner and delivered via hand-delivery, courier, certified mail, facsimile or electronic mail not later than 54:00 p.m., CT, the day after the match ~~(faxed to 312-808-9535)~~. A cashier's check or money order for \$500 made payable to "USSF" must be received by the second business day after the match. The Commissioner shall immediately refer the protest to the Adjudication and Discipline Panel for decision.



*The following policy amendments were passed at the August 16, 2018 Board meeting.*

## **Policy 102(4)-1—Lamar Hunt U.S. Open Cup**

### Section 102. Open Cup Committee

- (a) The President shall appoint annually, subject to approval of the National Board of Directors, an Open Cup Committee. The President shall designate one of the members as ~~Chairman~~Chairperson of the Committee.

### Section 104. Adjudication and Discipline Panel

- (a) The Open Cup shall have an Adjudication and Discipline Panel. The ~~Chairman~~Chairperson of the Open Cup Committee shall appoint the members of the Panel, to be composed of one representative from the Adult Council and one representative from each outdoor league in the Professional Council participating in the Open Cup during the competition year of appointment and ~~an athlete~~at least one Athlete not ~~otherwise~~ competing in ~~the that year's~~ Open Cup during the competition year of appointment. The ~~Chairman~~Chairperson of the Open Cup Committee shall be the ~~Chairman~~Chairperson of the Panel but shall not vote when serving as ~~Chairman~~Chairperson of the Panel.

### Section 201. Categories of competition

- (a) Teams shall qualify for the Open Cup through one of the following divisions of competition: (1) Division I Outdoor Professional League; (2) Division II Outdoor Professional League; (3) Division III Outdoor Professional League; and (4) Open Division. All teams registered and competing in a Division I, Division II or Division III Outdoor Professional League (excluding those teams based outside the United States) shall be required to enter the Open Cup competition in each year in which they compete in an Outdoor Professional League annually. A youth amateur team applying to compete shall compete through the Open Division.

### Section 203. Player eligibility

- (a) Teams entering the Open Cup shall use their official league roster as their Open Cup roster. Except as specified in this Policy or except as the result of discipline matters imposed by U.S. Soccer, all players on an official roster will be eligible for Open Cup competition, regardless of any status (e.g., injured reserve) each player may have with regard to league competition. Players on loan from another team or league may not be included on an Open Cup roster, with the exception of the following: 1) Loaned players originating from teams competing in leagues that are not active participants in the Open Cup Tournament or qualifying process (professional indoor leagues, foreign clubs, etc.); 2) players on loan from other US clubs for a period of greater than 90 days; or 3) players from teams who have been deemed ineligible for the current Open Cup competition due to the provisions of Section 202(d) and are loaned to the team exercising roster control

pursuant to Section 202(d). A team may list up to 18 players on its game day roster. Professional teams may have no more than 5 foreign players listed. Amateur teams are not restricted as to the number of foreign players they may list. Foreign players shall be those players who are not protected individuals as defined in 8 U.S.C. § 1324b. (e.g., U.S. Citizens, lawful permanent residents, asylees and refugees) Any conflicting Outdoor Professional League roster rules shall not apply to the number of foreign players allowed to compete in the Open Cup.

### Section 306. Protests and General Discipline

(a) A protest related to an Open Cup match must be filed in writing with the Open Cup Commissioner not later than 5:00 p.m., CT, the day after the match (faxed to 312-808-9535). A cashier's check or money order or wire transfer for \$500 made payable to "USSF" must be received by 4:00 p.m. CT the second business day after the match. The Commissioner shall immediately refer the protest to the Adjudication and Discipline Panel for decision.

(b) Anyone may file a complaint with the Panel about an action or inaction of an Open Cup team, individual, or group or organization participating in the Open Cup competition. The Panel shall determine if the conduct complained of is or would be contrary to the good of the game. The Panel shall take action it considers appropriate in regard to anyone involved in the complaint as provided by subsection (c) of this section.

(c) Except for overturning match results or mandating a replay of the match, the Panel may take any action it considers appropriate, including suspension or fine, or both, for any matter considered by it under this policy. The Panel may only consider mandating a replay of a game or advancing a team that lost if a protest has been filed. ~~The Panel may also consider dismissing a team advancing to the next round of competition and awarding a victory via forfeit to the dismissed team's scheduled opponent if either a protest or a complaint has been filed.~~ The Panel may exercise discretion in cases where a team submits a protest to the Commissioner after the deadline has expired in the event that circumstances regarding the availability of information after the deadline warrant this discretion.

(d) A decision of the Panel under this policy is final and binding unless appealed to the Open Cup Committee. An appeal of a decision of the Panel must be filed in writing with the Open Cup Commissioner not later than ~~5~~4:00 p.m., CT, of the day after receiving the decision of the Panel, accompanied by a cashier's check, ~~or~~ money order or wire transfer of \$500 made payable to "USSF". The record on appeal is limited to the record before the Panel. A decision of the Committee about the appeal is final and binding.

(e) A party subject to a decision of the Panel or the Committee under this policy may not resort to the courts or other means for relief or restitution from the Federation. As a condition to entering or otherwise participating in the Open Cup, teams, players, and other individuals agree not to seek resort to the courts or other means for relief or restitution from the Federation.

(f) Where the matches are played solely under the auspices of, and delegated to an Organization Member of the Federation, such as in any qualifying matches prior to Round 1 of the Open Cup, the protest or complaint/grievance shall be referred to the

appropriate Council or Member's Competition Authority and shall be determined according to the Competition Authority's, Bylaws, Rules, Policies and Procedures then in effect.

## **U.S. Open Cup Stadium Requirements**

- **All Open Cup Matches from Round 1 to the Final must guarantee:**
- A playing surface of at least 68 yds by 110 yds Smooth, flat, and level playing surface with natural grass
- Clear and distinct field markings according to FIFA specifications
- Goal nets and corner flags
- Adequate lighting for night play
- Electronic scoreboard in working order that counts up to 45 minutes when possible
- Clear and audible public address system
- Team benches to accommodate 164 personnel per team
- Fourth official's table
- An enclosed stadium for controlled ticket access; adequate tickets sales staff, ushers, security
- Minimum seating capacity that is appropriate for the scheduled match/round
- Press box areas w/ phone and fax capabilities to accommodate at least 20 media members
- Dressing rooms with working showers (either connected to stadium or in an adjacent structure) for teams, with an additional separate dressing area for the match officials
- EMS vehicle on site, or emergency response procedures written and distributed
- Flag of the United States displayed and United States National Anthem played
- Sufficient floodlights for TV broadcasts
- Suitable area to park TV production truck
- The U.S. Open Cup Commissioner shall have the authority to waive or modify the stadium requirements for good cause, or may place additional conditions or requirements for hosting an Open Cup game

*The following policy amendment was passed at the October 3, 2018 Board meeting.*

**NEW POLICY 401-1—USSF NOMINATION AND CAMPAIGN PROCESS  
FOR USSF PRESIDENT AND VICE-PRESIDENT**

**Section 1. Eligibility**

Candidates for the office of President or Vice President of the Federation must meet the following requirements to be eligible:

(a) Nomination and Support.

- (1) The candidate must be proposed by either (i) an Organization Member or (ii) an Athlete member of the Board of Directors (“Athlete Director”). This proposal will be considered a declaration of support. The candidate also must be supported by declarations of support from at least two (2) additional Organization Members and/or Athlete Directors. A candidate proposal or declaration of support does not commit the Organization Member or Athlete Director to vote for such candidate. The deadline for proposing candidates is 60 days before the annual general meeting at which the National Council will conduct the election.
- (2) An Organization Member’s proposal of a candidate or declaration of support must be in writing, on letterhead of the Organization Member, signed by an officer, director, or senior executive of the Organization Member and submitted directly to the liaison for the Nominating and Governance Committee by the Organization Member. An Athlete Director’s proposal of a candidate or declaration of support must be in writing, signed by the Athlete Director and submitted directly to the liaison for the Nominating and Governance Committee by the Athlete Director.
- (3) An Organization Member or Athlete Director (each a “Declared Supporter”) may not propose or submit a declaration of support for more than one individual for the same position at the same time. Before submitting another candidate proposal or declaration of support for the same position, a Declared Supporter must withdraw, in writing, any previously-submitted candidate proposal or declaration of support. Once the Nominating and Governance Committee has announced the candidature of a candidate in accordance with Section 2(e) below, a Declared Supporter may not withdraw a letter of support/nomination. If a potential candidate publicly declares that the potential candidate declines to seek office prior to the deadline specified in the Federation Bylaws, any declaration of support already submitted for that declining candidate will be deemed withdrawn, and the Declared Supporters for the declining candidate may choose to propose, or submit a declaration of support for, another candidate, provided the Declared Supporter can do so by the deadline noted in Section 1(a)(1), above. If a candidate proposal or declaration of support is received for more than one

candidate from the same Declared Supporter, all declarations from that Declared Supporter will be considered invalid.

(b) Background Check and Conflicts Disclosures.

- (1) the candidate must submit to and pass a background check to be completed by the vendor selected by the Nominating and Governance Committee; and,
- (2) the candidate must complete a conflict of interest disclosure form in compliance with the Federation's Policy Concerning Conflicts of Interest and Business Ethics, which must be submitted to the Nominating and Governance Committee.

**Section 2. Submission of Candidatures**

- (a) Candidates either directly or through Organization Members must notify the USSF CEO/Secretary General, in writing, of candidature for the office of USSF President or Vice-President no later than sixty (60) days before the National Council Meeting as provided in Bylaw 401. The notification must include an initial conflicts of interest disclosure form required by Section 1(b)(2), above, which disclosure must be supplemented as provided in Section 2(d) below.
- (b) The USSF CEO/Secretary General shall forward all candidatures without any undue delay to the Nominating and Governance Committee for examination and for passing a decision on admission of the candidate.
- (c) Upon receipt of the proposed candidature, the Nominating and Governance Committee shall require the proposed candidates to complete a background check authorization form. The Nominating and Governance Committee will complete the background check within thirty (30) days of receiving the authorization form. Should the candidate submit the authorization form more than six months before the Annual General Meeting, the Committee will repeat the background check within thirty (30) days of the National Council Meeting.
- (d) Each Candidate will be required to supplement their conflict of interest disclosure form, consistent with the Federation's Policy Concerning Conflicts of Interest and Business Ethics, no later than thirty (30) days prior to the National Council Meeting and again no later than three (3) days prior to the National Council Meeting. The disclosures on these forms will be made public on the page dedicated to the election at [www.ussoccer.com](http://www.ussoccer.com). In addition, any candidate who is elected remains obligated to supplement his or her disclosure to the RAC Committee promptly following his or her election.
- (e) The Nominating and Governance Committee shall announce each candidature upon review of the background check and accompanying paperwork to confirm compliance with the Federation Bylaws and this Policy.

### **Section 3. Campaign**

- (a) Campaign Conduct. Candidates shall conduct campaigns with dignity and moderation and with respect for any other candidate(s), for the Federation and its Organization Members. In conducting the campaign, all candidates shall comply with the Bylaws and Policies of Federation, including without limitation the Policy Concerning Conflicts of Interest and Business Ethics, and all applicable law.
- (b) Delegate Lists. The Nominating and Governance Committee shall oversee the creation of a list of registered delegates, which list will be made available to all requesting candidates, who have been announced as a candidate by the Nominating and Governance Committee, have executed and returned an appropriate release and indemnity agreement in favor of Federation, and agree to use the delegate list information solely for the Federation campaign and no other purpose. The Nominating and Governance Committee will make the delegates list available to such candidates starting not more than 120 days before the National Council meeting and will provide updated lists of registered delegates to such candidates sixty (60) and thirty (30) days before the National Council Meeting.
- (c) Campaign Finance Disclosures. In compliance with the Federation's Policy Concerning Conflicts of Interest and Business Ethics, all candidates must disclose to the Nominating and Governance Committee any financing or donations in excess of \$50 that they receive from any third party, individual, entity, Organization Member or otherwise, and the identity of the donor. The limit of \$50 shall also apply to in-kind donations. If a candidate decides to utilize crowd funding to support his or her campaign, the candidate shall be responsible for identifying and disclosing all donors who donate more than \$50. The Nominating and Governance Committee will provide a disclosure form to the candidates and will make these disclosures available to the Risk, Audit and Compliance Committee pursuant to Federation policy. The disclosures on these forms will be made public on the page dedicated to the election at [www.ussoccer.com](http://www.ussoccer.com).
- (d) Candidate Compliance. A candidate's failure to comply with these requirements may result in a candidate being declared ineligible or subject to other disciplinary actions as determined by the Independent Ethics Committee.

# U.S. SOCCER ATHLETE AND PARTICIPANT SAFETY POLICY - STANDARDS FOR ORGANIZATION MEMBERS

## Purpose:

Consistent with U.S. Soccer Bylaw 212, Organization Members are required to, among other obligations, 1) comply with applicable law and, in particular, the Ted Stevens Olympic and Amateur Sports Act (the “**Sports Act**”); 2) if the member recruits, trains, fields or funds soccer players, establish a risk management program to promote the safety and protect the welfare of participants; and 3) adopt policies prohibiting sexual abuse. Effective February 14, 2018, Public Law 115-126, the *Protecting Young Victims from Sexual Abuse and Safe Sport Authorization Act* of 2017 (the “**SafeSport Act**”), amends the Sports Act, and requires applicable amateur sports organizations (as such term is defined in the SafeSport Act, 36 U.S.C. § 220530(b)) to:

- Comply with the SafeSport Act’s reporting requirements and prohibit retaliation by the applicable amateur sports organization against any individual who makes a report (36 U.S.C. § 220530(a)(1));
- Establish reasonable procedures to limit one-on-one interactions between an amateur athlete who is a minor and an adult (who is not the minor’s legal guardian) at a facility under the jurisdiction of the applicable amateur sports organization (36 U.S.C. § 220530(a)(2));
- Offer and provide consistent training to adult members in regular contact with minor amateur athletes and, subject to parental consent, to members who are minors, regarding prevention and reporting of child abuse (36 U.S.C. § 220530(a)(3)); and
- Prohibit retaliation, by the applicable amateur sports organization, against any individual who makes a report of suspected child abuse. (36 U.S.C. § 220530(a)(4)).

The purpose of this policy is to require an Athlete and Participant Safety/Safe Soccer program as part of each Organization Member’s risk management program and set out standards for such a program.

- ⇒ **NOTE:** This Policy has been approved by U.S. Soccer’s Board of Directors and will be included for approval by the National Council at the 2019 National Council Meeting on February 16, 2019 in Scottsdale, Arizona and included in U.S. Soccer’s Policy Manual (excepting Notes and Exhibits).

## **POLICY 212-3 (APPROVED OCTOBER 19, 2018)**

### **Policy Statement:**

Each Organization Member that is an “**Applicable Entity**” under Title II of the Sports Act as amended by the SafeSport Act<sup>1</sup> or otherwise has adult members who are in regular contact with amateur athletes who are minors (in each case, a “**Covered Organization**”), must maintain, as part of that risk management program, an athlete and participant safety program that includes the six components listed below. In addition, any *other* Organization Member that qualifies as an amateur sports organization under 36 U.S.C. § 220501(b)(3) but does not have adult participants who are in regular contact with amateur athletes who are minors must nonetheless maintain, as part of the risk management program required under Bylaw 212, an athlete and participant safety program that includes at least a Prohibited Conduct Policy consistent with Paragraph 1, below.

To allow Organization Members adequate opportunity to ensure policy changes and compliance, the required policies must be issued by February 14, 2019, and procedures and communications regarding these requirements must be issued in a manner calculated to effect compliance on or before September 1, 2019, but are nonetheless urged to complete compliance as early as practicable.<sup>2</sup> Effective September 1, 2019, any Organization Member not in compliance with this Policy 212-3 will be subject to enforcement as provided in Section 6, below.

### **1. Prohibited Conduct Policy**

Covered Organizations and other Organization Members that qualify as an amateur sports organization under 36 U.S.C. § 220501(b)(3) must implement and enforce a policy or code of conduct that prohibits misconduct including bullying, hazing, harassment (including sexual harassment), emotional misconduct, physical misconduct, and sexual misconduct, as those terms are defined by the U.S. Center for SafeSport’s SafeSport Code for the U.S. Olympic and Paralympic Movements (the “**SafeSport Code**”).<sup>3</sup>

⇒ **NOTE:** U.S. Soccer’s Prohibited Conduct Policy incorporating these definitions is available in the Safe Soccer Framework Handbook and at [Appendix A](#) to this Policy document.

This policy must apply to all activities under the Organization Member’s jurisdiction and at least to (1) Organization Member employees and board members; (2) the members of such Organization Member; (3) amateur athletes who are minors or referees who are minors (collectively, “**Youth Participants**”); and (4) *any* adult individuals the Organization Member

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<sup>1</sup> 36 U.S.C. § 220541 defines “Applicable Entity” to include any national governing body, amateur sports organization or other person sanctioned by a national governing body under section 220525, an amateur sports organization reporting under section 220530, or any officer, employee, agent or member of the foregoing entities.

<sup>2</sup> These dates are applicable to U.S. Soccer’s Policy 212-3 and provide the date by which U.S. Soccer will enforce compliance with Policy 212-3. Organization Members are advised that the SafeSport Act became effective February 14, 2018.

<sup>3</sup> The SafeSport Code is available at: <https://www.safesport.org/policies-procedures>



authorizes, approves or appoints to have regular contact with Youth Participants (“**Participating Adults**”). This policy must also prohibit retaliation against individuals making good faith reports of misconduct.

⇒ **NOTE:** Youth Participants expressly includes referees who are minors. In addition, Participating Adults includes, but is not limited to, coaches and all SYRAs and any referee program-affiliated personnel, including without limitation assigners, having regular contact with Youth Participants.

## **2. Appropriate Background Screening**

Covered Organizations must implement and enforce a policy that requires appropriate background screening of at least Participating Adults by the earlier of 1) prior to regular contact with a Youth Participant; or 2) within the first 45 days of the Participating Adult taking on the role giving them access to Youth Participants.

At a minimum, the policy should include screening against applicable sex offender registries in the relevant state and a check against the Organization Member’s suspension database, U.S. Soccer’s disqualification list and the SafeSport disciplinary records available at: [www.safesport.org](http://www.safesport.org)<sup>4</sup>.

An Organization Member may decide that its background check requirements will not apply to certain or all people under 18 years of age, provided that it clearly publishes that fact in its policy documentation.

⇒ **NOTE:** Given the many options for background screening and the potential for varying cost impacts on organizations of all sizes, the U.S. Soccer Board is referring to the Youth Task Force the issue of background screening for additional discussions and expects further policy development in this area.

## **3. Education & Training**

Covered Organizations must implement and enforce a policy (1) requiring education and training designed to meet the Organization Member’s obligations under the SafeSport Act to (a) Organization Member employees and board members and (b) Participating Adults, in each case as a condition to participation, and (2) subject to parental consent, offer and provide training to Youth Participants. The Policy should require the following:

### **A. Initial Training for Adults: Core Center for SafeSport Training or Equivalent**

Pursuant to USOC and U.S. Center for SafeSport Policy, and as contemplated by the SafeSport Act, Covered Organization employees, board members and Participating Adults must be required to complete consistent training concerning child abuse prevention. These policies must require Participating Adults to complete either (1) the U.S. Center for SafeSport’s Core SafeSport Training (i.e., the Center’s online training or the Center’s approved in-person training), and as applicable, follow-up refresher course training; or (2) similar training designed to meet the

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<sup>4</sup> Please note that many, if not all, of these references and resources for background screening are publicly available at no cost.

Organization Member’s obligations under the SafeSport Act, with all continuing Adult Participants to receive initial training no later than September 1, 2019, and any new Adult Participants, effective no later than September 1, 2019, to receive initial training upon the earlier of:

- Before regular contact with an amateur athlete who is a minor begins, and
- Within the first 45 days of taking on the role giving them access to Youth Participants.

A Covered Organization may provide alternative training to the Core SafeSport Training, but it is strongly encouraged to use the Core SafeSport Training, and any alternative training is at the risk and responsibility of the Organization Member to ensure compliance with applicable law. If an Organization Member provides alternative training, it must not refer to such training as “SafeSport” Training.

### **B. Refresher Course(s) for Adults**

In addition to the initial training, a refresher course is required on an annual basis effective the calendar year following the completion of the initial training. The U.S. Center for SafeSport’s official refresher course is available as of October 1, 2018.

### **C. Training for Youth Participants**

Covered Organizations must – subject to parental consent – offer and provide training annually to Youth Participants regarding the prevention of child abuse. Covered Organizations must track:

- A description of the training(s)
- The date the training(s) was offered and given
- A description of how the training(s) was offered and given.

⇒ **NOTE:** The U.S. Center for SafeSport is developing training for Youth Participants. More information on this training and other training resources will be detailed in upcoming member conference calls and at the 2019 AGM in Scottsdale, Arizona.

## **4. Reporting**

Covered Organizations must maintain a procedure for reporting misconduct to the Covered Organization and, to the extent required by the SafeSport Act, mandate reporting to appropriate law enforcement authorities. The procedure should be clear that reporting may be made anonymously, and that no direct fees or other cost is involved in making a report. Each Covered Organization must also maintain a policy prohibiting retaliation against individuals making good faith reports of misconduct.

## **5. Limiting One-on-One Interactions – Required Policies**

Covered Organizations are required to establish reasonable procedures to limit one-on-one interactions between individual Youth Participants and any Adult Participant who is not their

legal guardian (“Prevention Policies”). These procedures must include athlete prevention policies covering the topics below by February 14, 2019 and require full compliance by September 1, 2019:

- One-on-One Interactions, including meetings and individual training sessions
- Massages and rubdowns
- Locker rooms, rest rooms, and changing areas
- Social media and electronic communications
- Local travel
- Team travel

⇒ **NOTE: Template policies available.** To assist Covered Organizations in developing and implementing the above required policies on limiting one-on-one interaction, the U.S. Center for SafeSport has provided model policies. These model policies, which are provided at [Appendix B](#), hereto, include mandatory components applicable to U.S. Soccer’s covered programs. Although the form and content of these policies are strongly recommended by the U.S. Center for SafeSport and have been adopted by and for U.S. Soccer’s National Team and Development Academy programs, each Covered Organization is responsible for either adopting these model policies or developing its own.

#### **A. Minor athletes who become adult athletes**

A minor athlete that reaches the age of majority may not be subject to Prevention Policies in their capacity as an athlete, and when interacting with Youth Participants who are 16 or older.<sup>5</sup> Prevention Policies must be in effect when this now age of majority athlete interacts with minor athletes 15 or younger. Should a minor athlete reach the age of majority and then obtain a position that presents a potential power imbalance, such as becoming a coach, the individual is subject to athlete prevention policies.

#### **B. Implementation**

The mandatory components set forth in the model policies set a minimum standard. In implementing the required policies, a Covered Organization may choose to implement a policy that is stricter than the Model Policy, if it includes or is stricter than the mandatory component. *If, in implementing the required policies identified here, Covered Organizations are not in compliance with federal requirements, the organization must implement policies and procedures sufficient to meet such requirements.*

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<sup>5</sup> For example, an 18-year old teammate is not necessarily subject to disciplinary action for emailing a 16-year old teammate unless that email would, for example, violate the Prohibited Conduct Policy.

## **6. Enforcement**

### **A. By Organization Members**

Each Covered Organization and Organization Member that qualifies as an amateur sports organization under 36 U.S.C. § 220501(b)(3) must enforce its Athlete & Participant Safety Policy, consistent with the SafeSport Act. Specifically, violations of the policy must be subject to an appropriate grievance process that is materially free of bias and conflicts of interest, to address allegations of misconduct following the report or complaint of misconduct. This grievance process must include the opportunity for review by a disinterested individual or body and a right to appeal a final decision rendered by an Organization Member's process pursuant to U.S. Soccer Bylaw 704.

### **B. By U.S. Soccer**

Pursuant to Bylaw 212, U.S. Soccer reserves the right to, either directly or through a contracted third party service provider, survey, audit, require certifications of compliance with, and otherwise review compliance by its Organization Members with this policy. Failure of any Organization Member to issue and implement the policies required by this Policy 212-3 will constitute a violation of Bylaw 212 Section 1.

# APPENDIX A – SAMPLE PROHIBITED CONDUCT POLICY

This Policy is U.S. Soccer’s policy that applies to all U.S. Soccer “Covered Personnel” as defined in the *Safe Soccer Framework Handbook*:

This Policy applies to all U.S. Soccer “Covered Personnel” as defined in the Safe Soccer Framework handbook, as well as conduct by any subcontractor, supplier, customer or third party and their employees in their dealings with U.S. Soccer employees.

U.S. Soccer is committed to maintaining a work environment that is free from all forms of discrimination, including harassment, on the basis of any legally protected status. Accordingly, U.S. Soccer does not permit any form of unlawful harassment, discrimination or intimidation against its employees by anyone, including managers, supervisors, coworkers, executives, directors, officers, other employees, vendors, clients, customers or third parties. Protected status includes race, color, age, religion, marital status, sex, ancestry, national origin, citizenship, veteran’s status, pregnancy, disability, sexual orientation, protected activity, or any other characteristic protected by federal, state or local law. The policy also prohibits harassment on the basis of the protected status of an individual’s relatives, friends or associates.

U.S. Soccer is also committed to maintaining a work environment that is free from all forms of sexual abuse, sexual misconduct, emotional misconduct, physical misconduct, bullying and hazing.

Any violation of this Policy by Covered Personnel may subject the Covered Personnel to disciplinary action. Appropriate action also will be taken against any subcontractor, supplier, or customer found in violation of this Policy.

## **Harassment**

Harassment consists of unwelcome conduct, whether verbal, physical or visual, that is based upon a person’s protected status. U.S. Soccer will not tolerate harassing conduct that affects tangible job benefits, that unreasonably interferes with an individual’s work performance, or safety, or that creates an intimidating, hostile, or offensive working environment.

Among the types of conduct prohibited by this policy are epithets, slurs, negative stereotyping or intimidating acts based on an individual’s protected status and the circulation or posting of written or graphic materials that show hostility toward an individual because of his or her protected status.

Prohibited conduct can also include jokes, kidding, or teasing about another person’s protected status. While harassing conduct is unlawful only if it affects tangible job benefits and/or interferes unreasonably with work performance and creates an abusive or hostile work environment, this Policy forbids harassing conduct even when it does not rise to the level of a violation of law.

## **Sexual Harassment**

Sexual harassment deserves special mention. Unwelcome sexual advances, requests for sexual favors, and other verbal, written, or physical conduct of a sexual nature constitute sexual harassment when:

- submission to such conduct is made either explicitly or implicitly a term or condition of the individual's employment;
- submission to or rejection of such conduct by an individual is used as the basis for an employment decision affecting that individual; or
- such conduct has the purpose or effect of unreasonably interfering with an individual's work performance and creating an intimidating, hostile, or offensive working environment.

Sexual harassment may involve individuals of the same or different gender. It may also occur between individuals of any employment status.

Examples of conduct which may constitute sexual harassment and are prohibited by this Policy include, but are not limited to:

- unnecessary touching, patting, hugging, pinching, or brushing against a person's body;
- staring, ogling, leering, or whistling at a person;
- continued or repeated verbal abuse of a sexual nature;
- sexually explicit statements, sexual flirtations, advances, propositions, subtle pressure for sexual activity, comments, questions, jokes, or anecdotes;
- graphic or degrading comments about a person's clothing, body or sexual activity;
- sexually suggestive objects, cartoons, posters, calendars, or pictures in the workplace;
- suggestive or obscene letters, notes or invitations;
- harassing use of electronic mail, electronic or instant messaging, or telephone communication systems; or
- other physical or verbal conduct of a sexual nature.

U.S. Soccer prohibits managers and supervisors from threatening or insinuating, either explicitly or implicitly, that an employee's submission to or rejection of sexual advances will in any way influence any personnel decision regarding that employee's wages, assigned duties, advancement, evaluation, shifts, career development, or any other condition of employment.

## **Racial, Religious, or National Origin Harassment**

Racial, religious, or national origin harassment deserves special mention as well, and is expressly prohibited by U.S. Soccer. Racial, religious, or national origin harassment includes any verbal,

written, or physical act in which race, religion, or national origin is used or implied in a manner which would make a reasonable person uncomfortable in the work environment or which would interfere with the person's ability to perform the job. Examples of race, religious or national origin harassment may include, but are not limited to:

- jokes, which include reference to race, religion, or national origin;
- the display or use of objects or pictures which adversely reflect on a person's race, religion, or national origin; or
- use of pejorative or demeaning language regarding a person's race, religion, or national origin.

### **Child Sexual Abuse**

Any sexual activity with a child is prohibited. This includes sexual contact with a child that is accomplished by deception, manipulation, force or threat of force, regardless of the age of the participants, and all sexual interactions between an adult and a child, regardless of whether there is deception, or the child understands the sexual nature of the activity.

### **Sexual Misconduct**

Any sexual interaction between an athlete and an individual with evaluative, direct or indirect authority is prohibited. Such relationships involve an imbalance of power and are likely to impair judgment or be exploitative. This section does not apply to a pre-existing relationship between two spouses or life partners.

### **Emotional Misconduct**

Emotional misconduct in all forms is prohibited. Emotional misconduct is a pattern of deliberate, non-contact behavior that has the potential to cause emotional or psychological harm to another person. Non-contact behaviors include verbal acts, physical acts, or acts that deny attention or support; or any act or conduct described as emotional abuse or misconduct under federal or state law (e.g. child abuse, child neglect). Emotional misconduct does not include professionally-accepted coaching methods of skill enhancement, physical conditioning, team building, appropriate discipline or improving athletic performance.

### **Physical Misconduct**

Physical misconduct in all forms is prohibited. Physical misconduct is defined as contact or non-contact conduct that results in, or reasonably threatens to, cause physical harm to another person; or any act or conduct described as physical abuse or misconduct under federal or state law (e.g. child abuse, child neglect, assault). Physical misconduct does not include professionally-accepted coaching methods of skill enhancement, physical conditioning, team building, appropriate discipline or improving athletic performance. For example, hitting and punching are well-regulated forms of contact in combat sports, but have no place in soccer.

### **Bullying**

Intentional, persistent and repeated pattern of committing or willfully tolerating physical and non-physical behaviors that are intended, or have the reasonable potential, to cause fear,

humiliation or physical harm in an attempt to socially exclude, diminish or isolate the targeted athlete(s), as a condition of membership are prohibited. Bullying does not include group or team behaviors that (a) are meant to establish normative team behaviors, or (b) promote team cohesion.

### **Hazing**

Coercing, requiring, forcing or willfully tolerating any humiliating, unwelcome or dangerous activity that serves as a condition for (a) joining a group or (b) being socially accepted by a group's members are prohibited. Hazing does not include group or team activities that (a) are meant to establish normative team behaviors or (b) promote team cohesion.

### **Procedures for Complaints, Investigations and Corrective Action**

All Covered Personnel are responsible to help ensure that we avoid misconduct. U.S. Soccer cannot act to eliminate misconduct unless it has notice of the conduct. Covered Personnel are thus charged with reporting any concerns regarding compliance with the Safe Soccer Framework in the manner provided in the Safe Soccer Framework Handbook. For the avoidance of doubt, in some instances, Covered Personnel will be required to report to law enforcement and/or the U.S. Center for SafeSport.

Furthermore, U.S. Soccer employees are responsible to help assure that the work environment, on or off-premises, is free from harassment. All employees have an obligation to promptly report any and all allegedly harassing conduct they are the subject of, that they learn of, or that they witness. Our Policy provides for immediate notice of problems to the persons designated in this Policy so that we may address and resolve any problems as quickly as possible.

An employee must report the harassing conduct to either:

- The person to whom you report (supervisor or manager);
- Department Head;
- The Human Resources Department;
- The Legal Department;
- The Chief Executive Officer; or
- The Integrity Hotline.

If the employee feels uncomfortable going to his or her supervisor with the complaint, he/she must report the matter to any other member of management as designated above.

This Policy does not require reporting the misconduct to any individual who is creating the harassment or discrimination.

All Covered Personnel have an obligation to cooperate in any investigation of a complaint of misconduct, including providing any and all information concerning the complaint. Failure to do so may be a violation of this Policy.



U.S. Soccer's Prohibited Conduct Policy offers its employees greater protection from harassment than does the law. Consequently, Covered Personnel who are found to have violated U.S. Soccer's Prohibited Conduct Policy shall be subject to corrective action, discipline or termination, even in cases where applicable laws may not have been violated and without regard to whether the conduct constitutes a violation of the law.

An employee wishing to file a complaint outside the Federation may also contact either the Equal Employment Opportunity Commission or the fair employment agency in his or her state.

### **Training and Education**

Employees and other Covered Personnel that have contact with athletes must successfully complete the U.S. Center for SafeSport training every year. The U.S. Center for SafeSport training can be accessed at <http://training.safesport.org/>.

### **Exclusive Jurisdiction Over Investigation/Adjudication of Sexual Abuse or Misconduct [applicable only to U.S. Soccer Covered Personnel]**

The investigation and adjudication of matters involving allegations or reports of sexual abuse or misconduct by or against Covered Personnel, or other violations of this Prohibited Conduct Policy that involve prohibited conduct that is reasonably related to and accompanies an alleged violation involving sexualized behavior by Covered Personnel are subject to the exclusive jurisdiction of the United States Center for Safe Sport in accordance with the requirements of the USOC and as set forth in the Center's Bylaws or other Center's governing documents.

# **APPENDIX B - COVERED ORGANIZATION TOOLKIT:**

## **Template Policies for U.S. Soccer Members and Local Affiliated Organizations – Limiting one-on-one Interactions**

The majority of child sexual abuse is perpetrated in isolated, one-on-one situations. By reducing such interactions between children and adults, you reduce the risk of child sexual abuse. However, one-on-one time with trusted adults is also healthy and valuable for a child. Policies concerning one-on-one interactions protect children while allowing for these beneficial relationships.

The U.S. Center for SafeSport has created a series of template policies for use by U.S. Soccer and its Organization Members. We encourage all U.S. Soccer Members and their Local Affiliated Organizations to review the attached template policies alongside U.S. Soccer’s Policies, conduct their own assessment of their respective practices, and implement the policies and practices that will best meet the needs of their individual organization.

If you have questions on any aspect of the Safe Soccer Framework, we encourage you to reach out to Member Services and/or the U.S. Soccer Legal Affairs department at [legal@ussoccer.org](mailto:legal@ussoccer.org).

## One-on-One Interactions

The majority of child sexual abuse is perpetrated in isolated, one-on-one situations. By reducing such interactions between children and adults, you reduce the risk of child sexual abuse. However, one-on-one time with trusted adults is also healthy and valuable for a child. Policies concerning one-on-one interactions protect children while allowing for these beneficial relationships.

*The following is a model one-on-one policy, provided to assist Covered Organizations in developing their own policies. Any policy developed by a Covered Organization must include the Mandatory Components. If a Covered Organization does not create a policy for one-on-ones, the Mandatory Components and Recommended Components will become the default policy for appropriate one-on-ones for that organization.*

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### Mandatory Components

Covered Organization policies must include components a through e.

a. Application

This policy shall apply to:

- 1) Adults at a facility under the jurisdiction of a Covered Organization
- 2) Adult members who have regular contact with amateur athletes who are minors
- 3) An adult authorized by a Covered Organization to have regular contact with or authority over an amateur athlete who is a minor
- 4) Staff and board members of a Covered Organization

(collectively, Adults).

b. Observable and interruptible

- One-on-one interactions between minors and an Adult (who is not the minor's legal guardian) at our facility are permitted, if they occur at an observable and interruptible distance by another adult.
- Isolated, one-on-one interactions between minors and an Adult (who is not the minor's legal guardian) at our facility are prohibited, except under emergency circumstances.

c. Meetings

- Meetings between Adults and minors at our facilities may only occur if another adult is present, except under emergency circumstances. Such meetings must occur where interactions can be easily observed and at an interruptible distance from another adult.
- If a one-on-one meeting takes place in an office, the door to the office must remain unlocked and open. If available, it will occur in an office that (if available) has windows, with the windows, blinds, and/or curtains remaining open during the meeting.

d. Meetings with mental health care professionals

If a mental health care professional meets with minors at our facilities, a closed-door meeting may be permitted to protect patient privacy – provided that (1) the door remains unlocked, (2) another adult is present at the facility, (3) the other adult is advised that a closed-door meeting is occurring, and (4) written legal guardian consent is obtained by the mental health care professional, with a copy provided to our organization.

e. Individual training sessions

Individual training sessions between Adults and minors are permitted at our facility if the training session is observable and interruptible by another adult. The Adult must obtain the written permission of the minor’s legal guardian in advance of the individual training session. Parents, guardians, and other caretakers must be allowed to observe the training session. Permission for individual training sessions must be obtained at least every six months.

**Recommended Components**

f. Monitoring

When one-on-one interactions between Adults and minors occur at our facility, adults will monitor these interactions. Monitoring includes: knowing that the one-on-one interaction is occurring, the approximate planned duration of the interaction, and randomly dropping in on the one-on-one.

g. Out-of-program contacts

Adults are prohibited from interacting one-on-one with unrelated minor athletes in settings outside of the program (including, but not limited to, one’s home, restaurants, and individual transportation), unless parent/legal guardian consent is provided for each out-of-program contact. Such arrangements are nonetheless strongly discouraged.

## Massages and Rubdowns

*The following is a model massages and rubdowns policy, provided to assist Covered Organizations in developing their own policies. Any policy developed by a Covered Organization must include the Mandatory Components. If a Covered Organization does not create a massages and rubdowns policy, the Mandatory Components and Recommended Components will become the default policy for that organization.*

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### **Mandatory components**

Covered Organizations must include components a through b.

a. Application

This policy shall apply to:

- 1) Adults at a facility under the jurisdiction of a Covered Organization
- 2) Adult members who have regular contact with amateur athletes who are minors
- 3) An adult authorized by a Covered Organization to have regular contact with or authority over an amateur athlete who is a minor
- 4) Staff and board members of a Covered Organization

(collectively, Adults).

b. Licensed, certified professional

- Any massage or rubdown performed by an Adult on a minor athlete at our facilities or a training or competition venue is prohibited unless such Adult is a licensed massage therapist.
- Any massage or rubdown performed at our facilities or a training or competition venue by a licensed professional must be conducted in open and interruptible locations. Any massage of a minor athlete must be done with at least one other adult present and must never be done with only the minor athlete and licensed massage therapist in the room.
- Even if a coach is a licensed massage therapist, the coach shall not perform a rubdown or massage of an athlete under any circumstances.

### **Recommended components**

c. Written consent

Written consent by a legal guardian shall be provided before providing each massage or rubdown on a minor athlete. Parents must be permitted to be in the room as an observer.

## Locker Rooms, Rest Rooms and Changing Areas

*The following is a model locker room, rest room, and changing area policy provided to assist Covered Organizations in developing their own policies. Any policy developed by a Covered Organization must include the Mandatory Components. If a Covered Organization does not create a locker rooms, rest rooms, and changing areas policy, the Mandatory Components and Recommended Components will become the default policy for that organization.*

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### Mandatory Components

Covered Organizations must include components a through f.

a. Application

This policy shall apply to:

- 1) Adults at a facility under the jurisdiction of a Covered Organization
- 2) Adult members who have regular contact with amateur athletes who are minors
- 3) An adult authorized by a Covered Organization to have regular contact with or authority over an amateur athlete who is a minor
- 4) Staff and board members of a Covered Organization

(collectively, Adults).

b. Use of recording devices

Use of any device's (including a cell phone's) recording capabilities, including voice recording, still cameras, and video cameras in locker rooms, rest rooms, changing areas, or similar spaces at a facility under our organization's jurisdiction is prohibited. Exceptions may be made for media and championship celebrations, provided that such exceptions are approved by the Covered Organization and two or more adults are present.

c. Undress

- Under no circumstances shall an unrelated Adult at a facility under our organization's jurisdiction be undressed (disrobed or partial or full nudity where private body parts are exposed) in front of minor athletes.

d. Isolated one-on-one interactions

- At no time are unrelated Adults permitted to be alone with a minor in a locker room, rest room, or changing area when at a facility under our jurisdiction, except under emergency circumstances.
- If our organization is using a facility that has access to a single set of such facilities, we will designate times for use by Adults, if any.

e. Monitoring

Our organization regularly and randomly monitors the use of locker rooms, rest rooms, and changing areas at facilities under our jurisdiction to ensure compliance with these policies.

f. Non-exclusive facility

If our organization uses a facility not under its jurisdiction (for, e.g., training or competition or similar events) and the facility is used by multiple constituents, Adults in categories 2 through 4 are nonetheless required to adhere to the rules set forth here.

**Recommended Components**

- g. To minimize the risk of bullying and hazing, our organization uses locker room monitors to ensure that minors are not left unattended in locker rooms, rest rooms, and changing areas.
- h. Adults make every effort to recognize when an athlete goes to the locker room or changing area during practice and competition and, if they do not return in a timely fashion, we will check on the athlete's whereabouts.
- i. We discourage parents from entering locker rooms and changing areas unless it is truly necessary. In those instances, it should only be a same-sex parent. If this is necessary, parents should let a coach or administrator know about this in advance.

## Social Media & Electronic Communications

*The following is a model social media & electronic communications policy, provided to assist Covered Organizations in developing their own policies. Any policy developed by a Covered Organization must include the Mandatory Components. If a Covered Organization does not create a social media & electronic communications policy, the Mandatory Components and Recommended Components will become the default policy for that organization.*

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### Mandatory components

Covered Organizations must include components a through e.

a. Application

This policy shall apply to:

- 1) Adult members who have regular contact with amateur athletes who are minors
- 2) An adult authorized by a Covered Organization to have regular contact with or authority over an amateur athlete who is a minor
- 3) Staff and board members at a Covered Organization

(collectively, Participating Adults).

b. Content

All electronic communication originating from Participating Adults to amateur athletes who are minors must be professional in nature.

c. Open and transparent

- If a Participating Adult needs to communicate directly with an amateur athlete who is a minor via electronic communications, another Participating Adult or the minor's legal guardian will be copied.
- If a minor athlete communicates to the Participating Adult privately first, the Participating Adult should respond to the minor athlete with a copy to another Participating Adult or the minor's legal guardian.
- A Participating Adult communicating electronically to the entire team will copy another Participating Adult.
- Amateur athletes who are minors may "friend" the organization's official page.

d. Prohibited electronic communications

- Participating Adults are not permitted to communicate privately via electronic communications with amateur athletes who are minors, except under emergency circumstances.
- Participating Adults are not permitted to "private message," "instant message," "direct message", or send photos via Snapchat or Instagram to a minor athlete privately.



- Participating Adults are not permitted to maintain social media connections with minors; such adults are not permitted to accept new personal page requests on social media platforms from amateur athletes who are minors and existing social media connections with amateur athletes who are minors shall be discontinued

e. Requests to discontinue

Legal guardians may request in writing that their child not be contacted through any form of electronic communication by the organization or by the organization's Participating Adults. The organization will abide by any such request that their child not be contacted via electronic communication, absent emergency circumstances.

**Recommended components**

f. Hours

Electronic communications will only be sent between the hours of 8:00 a.m. and 8:00 p.m.

g. Monitoring

- The organization monitors its social media pages and removes any posts that violate the organization's policies and practices for appropriate behavior.
- The organization will inform the legal guardian of a minor athlete of any prohibited posts, as well as the organization's administrator.

## Local Travel

*The following is a model local travel policy, provided to assist Covered Organizations in developing their own policies. Any policy developed by a Covered Organization must include the Mandatory Components. If a Covered Organization does not create a local travel policy, the Mandatory Components and Recommended Components will become the default local travel policy for that organization.*

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### Mandatory Components

Covered Organizations must include components a through b. Local travel consists of travel to training, practice, and competition that occurs locally and does not include coordinated overnight stay(s).

a. Application

This policy shall apply to:

- 1) Adult members who have regular contact with amateur athletes who are minors
- 2) An adult authorized by a Covered Organization to have regular contact with or authority over an amateur athlete who is a minor
- 3) Staff and board members at a Covered Organization

(collectively, Participating Adults).

b. Transportation

- The organization does not arrange for local travel.
- Participating Adults who are not also acting as a legal guardian, shall not ride in a vehicle alone with an unrelated athlete who is a minor, absent emergency circumstances, and may only drive with at least two other minor athletes or another adult at all times, unless otherwise agreed to in writing by the minor athlete's parent/legal guardian in advance of each local travel.

### Recommended Components

c. Shared or Carpool Travel Arrangement

We encourage parents/legal guardians to pick up their minor athlete first and drop off their minor athlete last in any shared or carpool travel arrangement.

- d. Parents/legal guardians receive education concerning child abuse prevention before providing consent for their minor to travel alone with a Participating Adult.

## Team Travel

*The following is a model team travel policy, provided to assist Covered Organizations in developing their own policies. Any policy developed by a Covered Organization must include the Mandatory Components. If a Covered Organization does not create a team travel policy, the Mandatory Components and Recommended Components will become the default team travel policy for that organization.*

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## **Mandatory Components**

Covered Organizations must include components a through d. Team travel is travel to a competition or other team activity that the organization plans and supervises.

a. Application

This policy shall apply to:

- 1) Adult members who have regular contact with amateur athletes who are minors
- 2) An adult authorized by a Covered Organization to have regular contact with or authority over an amateur athlete who is a minor
- 3) Staff and board members at a Covered Organization

(collectively, Participating Adults).

b. Team/competition travel

- When only one Participating Adult and one minor athlete travel to a competition, the minor athlete must have his/her legal guardian's written permission in advance and for each competition to travel alone with the Participating Adult.

c. Hotel rooms

- Participating Adults shall not share a hotel room or other sleeping arrangement with a minor athlete (unless the Participating Adult is the legal guardian, sibling, or is otherwise related to the minor athlete).

d. Meetings

- Meetings shall be conducted consistent with the organization's policy for one-on-one interactions – i.e., any such meeting shall be observable and interruptible.
- Meetings shall not be conducted in a hotel room.

## **Recommended Components**

- e. Team travel policies must be signed and agreed to by all minor athletes, parents, and Participating Adults traveling with the organization.
- f. Participating Adults who travel with the organization must successfully pass a criminal background check and other screening requirements consistent with the organization's policies.
- g. During team travel, when doing room checks, attending team meetings and/or other activities, two-deep leadership and observable and interruptible environments should be maintained.
- h. Parents/legal guardians receive education concerning child abuse prevention before providing consent for their minor to travel alone with a Participating Adult.





# **ANNUAL GENERAL MEETING**

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**2019 | SCOTTSDALE**

## **Section IX**

### **Life Member Nomination**





# **ANNUAL GENERAL MEETING**

**2019 | SCOTTSDALE**

## **Richard Groff**

**The Life Member nomination for Richard Groff has been unanimously approved by the U.S. Soccer Board of Directors.**

**UNITED STATES SOCCER FEDERATION, INC.**  
**LIFE MEMBER NOMINATION FORM**  
**(USSF Bylaw 231 & Policy 231-1)**

An individual shall be eligible for nomination as a Life Member if and only if they meet at least one of the following criteria: (a) The individual was an officer of the Federation, and was elected to such office by a majority vote of the National Council; or (b) The individual served on the U.S. Soccer Federation Board of Directors for at least 7 years; or (c) The individual was an officer for at least 15 years of an Organization Member that organizes or runs soccer programs or competitions of the Federation and in that role has provided extraordinary services to the Federation; or (d) The individual was a staff member of the Federation, or served on a Federation committee, for at least 8 years.

All nominations must be submitted in writing to the Secretary General at least 180 days before the National Council meeting at which the nomination is to be considered.

A majority vote of the National Council shall be required to grant Life Membership to eligible individuals.

- I. Please provide a statement about the positions the nominee has served in the Federation, including officer, Board of Directors, committee, and staff and team positions and the years that the nominee has served in those positions. (extra pages may be attached)

Richard Groff served as Treasurer of USSF from 1990 to 1994, Region I Director of USASA (and USSF Board member from 2002 to 2006) from 2002 to 2010, and President of USASA from 2010 to 2014. Richard also served as the Commissioner of the American Premier Soccer League, later rebranded as the A League professional league from 1994 to 1996.

- II. Please provide short description of how the nominee has contributed to the Federation's mission and goals to grow the sport of soccer and enhance the national teams' competitive status in international competitions. (extra pages may be attached).

Richard entered the national soccer scene in the early 1990s in the role of USSF Treasurer at a time when the Federation had no resources other than the developing plans for hosting the 1994 World Cup. Because the United States did not have a professional soccer league to train and develop a men's national team to prepare for the hosting of the World Cup. Richard led the way in developing an international tournament, the US Cup, with a combination of professional club teams and national teams to provide a competition for the US team as well as showing that quality teams would fill large stadiums well in advance of the World Cup. Richard's hard charging approach and outreach to the professional and national teams of other countries not only established the necessary competitive play that our team needed in advance of the World Cup, but also set the bar for the expectations of the soccer fans in the United States that top level teams would come to the United States both to play our team and other national teams, that professional clubs saw the value of games in the United States at a time when professional teams and national teams didn't mix, and helped develop of corps of trained volunteers whose devotion to the World cup would help establish records for attendance that remain to today even taking into account expansion of the tournament.

Following Richard's time as US Soccer Treasurer, he moved on to become the Commissioner of the struggling American Premier Soccer League, later rebranded as the A league, and again pushed the A League to adopt higher standards leading to a 1996 merger with the USISL.



In addition to his roles at the Federation, Richard was an active volunteer with the US Soccer Foundation, serving both on the board of directors and in committee roles since the Foundation's establishment in 1994 to oversee the legacy of the World Cup.

In 2002, Richard rejoined the governance level of the Federation, assuming the position of Region I director of the United States Amateur Soccer Association for a period of 6 years. In that position, Richard served for a time on the Federation Board of Directors until the Board was reduced in size in 2006. In 2010, Richard ran and was elected president of the USASA and served on the Federation Board as well as overseeing the governance of the USASA. In his role as USASA president, Richard was instrumental in partnering USASA and USSF in establishing the Hank Steinbrecher Cup to annually determine the top men's amateur soccer team in the United States.

- III. Please attach three letters of recommendation, each addressing how the nominee has contributed to the Federation's mission and goals.

**From:** [Francisco Marcos](#)  
**To:** [Greg Fike](#)  
**Subject:** Life membership  
**Date:** Monday, August 13, 2018 5:47:08 AM

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Greg,

I write to submit the name of Richard Groff for consideration of Richard Groff as Life Member of US Soccer.

Richard's contribution to the sport over the past 40+ years are well known and chronicled.

His work at local, state, regional and national level match that of anyone that has ever received the accolade.

His many years of devoted work on behalf of US Soccer, both as an officer and National teams promoter have been vindicated by his award of the Werner Fricker Builder Award, and his work in the highest leadership roles of USASA are clearly vindicated by his USASA Hall of Fame induction .

He has the respect and admiration of the American soccer community and Life Membership by acclamation will be a just cap on a tremendous career on behalf of the game and the Federation.

Thank you for the consideration.

Francisco Marcos  
US Soccer Life Member  
Werner Fricker Builder Award winner

It is a distinct honor for me to support the nomination of Richard Groff for election as a USSF Life Member.

Life Members of the United States Soccer Federation are persons who are inextricably connected to and have dedicated their lives to building and shaping American soccer. Richard Groff is such a person. He has contributed dramatically at every level ... local, state, regional, national, international ... youth, adult, national teams, professional ... leader, follower, helper, mentor, builder, promoter. His extensive record is well-documented and does not need to be repeated here.

Richard has already been recognized and honored at a multitude of levels for his contributions. US Soccer life membership will be the crowning touch. Described as a tireless worker, a creative visionary and a selfless steward, he has successfully modernized and structured the organizations and programs of which he has been a part and consistently led them to new frontiers. Keeping up with his energy and drive is no easy task for any normal human being.

Richard and I have been friends and co-workers in soccer for over 30 years. Our paths have crossed in a number of ways, beginning in 1991 when under his guidance he and I (and many other NCYSA officers and supporters) collaborated to stage a USMNT game against the Jamaican national team in High Point, NC, a match won by the US, by the way. Both Richard and I were youth state association presidents at the time, so we knew each other already through our interaction at national USYSA meetings. On every occasion that we interacted, I could always count on Richard to listen intently to my input and ideas and to react to them positively and sincerely. This is characteristic of an effective leader.

A positive, optimistic approach to life should be at the core of every human being. I applaud Richard for using this standard in following his personal life path. It has defined his contributions to American soccer and the rest of us are in his debt.

USSF honored Richard Groff in 2014 by selecting him as the recipient of its Werner Fricker Builder Award. He did not stop and “rest on his laurels” upon receiving the honor but, instead, continued to contribute. Elevating him to the level of Life Member is the correct step for the membership of the United States Soccer Federation to take at this time.

There are at present twenty-two Life Members of the United States Soccer Federation. Richard Groff richly deserves to be the twenty-third.

Bob Kepner

August 19, 2018



# New Mexico State Soccer Association

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August 14, 2018

Dan Flynn  
Secretary General  
United States Soccer Federation  
1801 South Prairie Avenue  
Chicago, IL 60616

**Subject: Nomination of Richard Groff as Life Member of the United States Soccer Federation**

Dear Mr. Flynn:

Pursuant to the provisions of Bylaw 231, the New Mexico State Soccer Association ("NMSSA") nominates Richard Groff to the status of Life member of the United States Soccer Federation.

Richard served in numerous roles for the Eastern Pennsylvania Youth Soccer Association, served three terms as Director of Region I of the United States Adult Soccer Association, served two terms as President of the United States Adult Soccer Association, served one term as Treasurer of the United States Soccer Federation and served as Commissioner of the professional division A League.

With or without the status of the roles enumerated above, Richard has been a tireless fan and worker bee for the sport of soccer in his state, region, country and the world, serving from the top as an officer of the Federation to the perhaps more helpful task of selling programs at a national team game because the person he hired failed to show up for work that day.

NMSSA believes that Mr. Groff is as deserving as any nominee for this honor has been and asks that the Federation Board of Directors and National Council unanimously support our nomination.

Sincerely,

Yvonne Garcia  
President

New Mexico State Soccer Association  
1820 San Pedro SE, Suite 6  
Albuquerque, NM 87110



The NSCAA is now  
**UNITED**  
SOCCER COACHES

August. 13, 2018

To whom it may concern,

I would like to offer my enthusiastic support to the nomination of Richard Groff as a Lifetime Member of U.S. Soccer.

Richard's very long list of contributions to U.S. Soccer at every level is well known. However, I would like to speak to his special role as a powerful advocate for the women's game at all levels long before it was "a thing". He was the brains and muscle behind the Chiquita Cup in 1994 when most attention was on the men's FIFA World Cup USA. Not to take anything from our Men's National Team and its many supporters, but it was still the early days of women's soccer and it needed advocates. The first Women's World Cup was 1991 in China and there were few Americans that knew or cared but Richard was one of them. There was only a handful of Americans in those stands and television coverage was still mostly a wish but his commitment to girls and women in our game was already established. Behind the scenes, he has consistently supported female leaders and helped unique role models such as Eastern Pennsylvania's Charlotte Moran sow the seeds that today's female players, coaches and executives get to harvest.

Richard can be vexing and hard headed but it was often those very traits -- combined with his business savvy, his vision and his love of the game -- that got things done. When I was well and truly furious at him, his kind heart, offered at a moment's notice with no thought of return, would catch me by surprise. He is a complicated man and our game and our federation has been lucky to have him.

Richard Groff deserves to be a Lifetime Member of our National Governing Body. He stands tall with those that have come before him in this honorable line-up. Our game is better for each of them.

Sincerely,

A handwritten signature in black ink that reads "Lynn Berling-Manuel".

Lynn Berling-Manuel  
Chief Executive Officer  
United Soccer Coaches

**UNITING COACHES AROUND THE LOVE OF THE GAME**

August 14, 2018

Dan Flynn  
Secretary General  
United States Soccer Federation  
1801 South Prairie Avenue  
Chicago, IL 60616

Dear Mr. Flynn,

I am honored to recommend Richard Groff for lifetime membership in US Soccer. His dedication to a sport he truly loves is remarkable.

As Treasurer of USASA, I saw Richard serve in many capacities and saw how he dealt with many personalities and situations. Once Richard was verbally attacked in a meeting, but he never lashed back. After the meeting, I returned to the meeting room to collect an item, which I had left behind, and Richard was still sitting there in the dark. I realized his disappointment, but he told me that he would never stop fighting for his position and he didn't. He waited until the time was right and ran for President of USASA, deservedly won the election to the position, and was able to get his desired program endorsed and eventually approved into action. He is very persistent because of his desire to see soccer grow.

In furtherance of his many titles and concurrent responsibilities with US Soccer, USASA President and Regional Director, the Foundation, and his home State Association, Richard has served continuously with utmost loyalty to those he has served and with commitment to what is right in soccer, despite occasional ridicule and defeat. His dedication of time away from his family and his personal financial commitment was unsurpassed by any other Board Member, as he never missed a meeting or an event and he often never asked for travel reimbursement as President of USASA. He was committed and, to this day, continues to be committed to the everlasting development in all areas and at all levels of soccer, whether it be youth, adult, professional, or our national teams. Richard truly is a "man for all seasons;" he understands what it takes and the commitment it will take in the future to improve many of those areas of our soccer world. He has continually fought for the rights and advancement of adult soccer and yet follows and knows, as much as anyone in soccer, our professional and national teams closely. He is a proud US Soccer fan. Most importantly to me, Richard was inclusive and transparent with his peers, and I am proud to call him my best friend in soccer.

Toni Briggs, CPA  
USASA Hall of Fame Member





AT&T



POWERADE.



THORNE

