



**ANNUAL
GENERAL
MEETING**
2022 | ATLANTA

BOOK OF REPORTS

MARCH 3 - 5

Atlanta Marriott Marquis





ANNUAL GENERAL MEETING

2022 | ATLANTA

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ANNUAL GENERAL MEETING

2022 | ATLANTA

2022 National Council Meeting Agenda



AGENDA

- I. Opening Remarks & Introduction - Cindy Parlow Cone**
- II. Moment of Silence**
- III. Roll Call**
- IV. 2022 Credentials Committee Report**
- V. Approval of 2021 AGM National Council Meeting Minutes**
- VI. Approval of 2021 Extraordinary National Council Meeting Minutes**
- VII. Introduction of Reports**
- VIII. Werner Fricker Builder Award**
- IX. New Business**
 - A. Proposed Budget Fiscal Year 2023
 - B. Membership Applications - United Premier Soccer League
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- X. Bylaw Amendments**
 - A. Bylaw 109 (USASA)
 - B. Bylaw 401 (Athletes' Council)
 - C. Bylaws 401 & 413 (John Collins & Mike Edwards)
 - D. Bylaw 511 (Lisa Carnoy)
- XI. Affirmation of Federation Policies Adopted Since 2021 AGM**
 - A. Amendments to Policy 212-3
 - B. Amendments Policy 214-2
- XII. Election of Independent Director**
- XIII. Election of President**
- XIV. Adjournment**



ANNUAL GENERAL MEETING

2022 | ATLANTA

2021 National Council Meeting Minutes

PROCEEDINGS

UNITED STATES SOCCER FEDERATION
NATIONAL COUNCIL MEETING

Virtual
Chicago, Illinois

February 27th, 2021
12:11 p.m. - 2:34 p.m.

<p style="text-align: right;">2</p> <p>1 AGENDA</p> <p>2</p> <p>3</p> <p>4</p> <p>5 I. Opening Remarks and Introduction 4 1</p> <p>6 II. Moment of Silence 5 21</p> <p>7 III. Roll Call 6 3</p> <p>8 IV. 2021 Credentials Committee Report 12 8</p> <p>9 V. Approval of AGM 2020 National 12 19</p> <p>10 VI. Introduction of Reports</p> <p>11 A. President's Report 12 20</p> <p>12 B. CEO/Secretary General's 20 9</p> <p>13 Report</p> <p>14 C. Committee Reports (Included 27 5</p> <p>15 in the Book of Reports)</p> <p>16 VII. New Business</p> <p>17 A. Proposed Budget Fiscal 28 8</p> <p>18 Year 2022</p> <p>19 B. Membership Applications</p> <p>20 1. U.S. Armed Forces Sports 29 11</p> <p>21 Council</p> <p>22 VIII. Bylaw Amendments</p> <p>23 A. Bylaw 109 (USASA)</p> <p>24 B. Bylaw 321 (USSF Adult Council</p> <p>25 Commissioners, California</p> <p>North Adult Soccer Association,</p> <p>Idaho State Soccer Association,</p> <p>Indiana Soccer Association,</p> <p>Massachusetts Adult State Soccer</p> <p>Association and Washington State</p> <p>Adult Soccer Association)</p> <p>C. Bylaw 412 (Indiana Soccer</p> <p>Association, Inc.) 31 25</p> <p>D. Bylaw 413 (Indiana Soccer</p> <p>Association, Inc.) 33 11</p> <p>E. Bylaw 803 (New Jersey Youth</p> <p>Soccer, Illinois Youth Soccer,</p> <p>Eastern Pennsylvania Youth Soccer,</p> <p>North Texas Soccer Association)</p> <p>F. Bylaws 109, 302, 412 and 431</p> <p>(Cindy Cone, Chris Ahrens, Carlos</p> <p>Bocanegra, Lisa Carnoy, Mike</p> <p>Cullina, Don Garber, Patti Hart,</p> <p>Lori Lindsey, Steve Malik, Tim</p> <p>Turney and Juan Uro)</p>	<p style="text-align: right;">4</p> <p>1 PRESIDENT PARLOW CONE: Good morning</p> <p>2 or afternoon depending on where you're joining us</p> <p>3 from today. Welcome to the Annual General</p> <p>4 Meeting. As President of U.S. Soccer, I hereby</p> <p>5 call our AGM to order.</p> <p>6 A few of us are here in Chicago</p> <p>7 and while we would prefer that all of us would be</p> <p>8 together in one place like usual, the most</p> <p>9 important thing at this time is that all of us are</p> <p>10 staying healthy and safe. So as we have so many</p> <p>11 times in the past year, we will adapt and conduct</p> <p>12 our first virtual National Council Meeting.</p> <p>13 While it's only over a screen,</p> <p>14 it's still great to see all of you, friends and</p> <p>15 colleagues who are working incredibly hard to grow</p> <p>16 soccer across the U.S. It was great to see many</p> <p>17 of you at your council meetings. We all share a</p> <p>18 love of the game and it's great to have this</p> <p>19 chance to come together and discuss ways to</p> <p>20 continue to develop, continue to improve and</p> <p>21 achieve all of our future goals.</p> <p>22 Before we get started, I first</p> <p>23 want to thank everyone here at the Lowes Hotel in</p> <p>24 Chicago for helping us setup our production here</p> <p>25 and to Lumi Global who is helping us facilitate</p>
<p style="text-align: right;">3</p> <p>1 G. Bylaw 302 (WVSA)</p> <p>2 H. New Bylaw 315 (ANFEEU)</p> <p>3 I. Bylaws 412 and 413 (Mike</p> <p>Cullina)</p> <p>4 J. Bylaw 413 (Nominating and</p> <p>Governance Committee) 34 13</p> <p>5 K. Bylaw 431 (Nominating and</p> <p>Governance Committee)</p> <p>6 IX. Affirmation of Federation Policies</p> <p>Adopted since 2020 AGM</p> <p>7 A. Amendment to Policy 102(4)-1 40 20</p> <p>8 B. Repeal of Policy 604-1</p> <p>9 X. Discussion of Membership Fees</p> <p>In Policy 214-2</p> <p>10 XI. Election of Independent Director 65 21</p> <p>11 XII. Election of President 68 12</p> <p>12 XIII. Election of Vice President 69 12</p> <p>13 XIV. Adjournment 84 25</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>	<p style="text-align: right;">5</p> <p>1 today's AGM via Zoom. Their assistance has been</p> <p>2 incredibly helpful to ensure our meeting today</p> <p>3 goes as smoothly as possible.</p> <p>4 The entire National Council</p> <p>5 Meeting is being live streamed and we are also</p> <p>6 recording the meeting for our records. Lastly,</p> <p>7 due to the meeting being virtual this year, we're</p> <p>8 having For the Good of the Game being done through</p> <p>9 the chat function that has already been outlined</p> <p>10 for you.</p> <p>11 We have a lot on the agenda, but</p> <p>12 before we get going I would like to have a moment</p> <p>13 of silence for those in our U.S. Soccer family</p> <p>14 that we sadly lost during the past year. While</p> <p>15 they may have passed, we will never forget them</p> <p>16 and their contributions to the sport.</p> <p>17 Please join me in a moment of</p> <p>18 silence as we remember and honor the friends and</p> <p>19 members of our soccer family who left us this past</p> <p>20 year.</p> <p>21 (Whereupon, a Moment of Silence</p> <p>22 took place.)</p> <p>23 PRESIDENT PARLOW CONE: Thank you.</p> <p>24 At this point, I want to invite Bob Kepner, Chair</p> <p>25 of our Credentials Committee, to come up and</p>

<p style="text-align: right;">6</p> <p>1 conduct the roll call and provide the Credential 2 Committee Report for the meeting. 3 MR. KEPNER: Thank you, Cindy. 4 Folks, before I give the report, I wanted to say 5 thank you to the four members, chief members, of 6 the staff that made it easy for the members of the 7 committee to function. Those are Greg Fike, 8 Shreeraj Shah, Leah Holt and Helen Syreggelas. 9 The committee members are Siri 10 Mullinix, Kathy Zolad, Dimitrios Efstathiou and 11 Tony Falcone. All of those four committee members 12 and the staff worked hard this week to pull 13 together the framework that we would use for 14 voting. 15 Now, there are a couple of 16 things I want to mention and the rationale behind 17 what we do. It is U.S. Bylaw 302 Composition and 18 Voting that lays out the standards that we must 19 follow in preparation for the voting. 20 Sections 1, 2 and 3 define, 21 first of all, who can qualify as a voting delegate 22 to the National Council and since we are all here 23 representing state associations or soccer 24 organizations from a variety we remember that 25 we're divided into groups/councils and the rule</p>	<p style="text-align: right;">8</p> <p>1 commissioners, but you see the Adult Council is 2 184. So we have to get that strength up to 290 3 and the way we do it is calculate what multiplier 4 we need. We multiply 184 to figure out to equal 5 290 and we go on to the next slide now. 6 Pro Council same standard. We 7 see the number of delegates from MLS and WSL, USL 8 and National Independent Soccer Association and 9 North American Soccer League and so 18. We still 10 have to apply that multiplier to that number to 11 raise the voting strength of the Pro Council to 12 the same level as Adult Council and Youth Council. 13 Okay. Thank you. Next slide. 14 We have Athlete Council as well 15 and I want to commend the athletes for 16 participating so fully at this National Council 17 Meeting. We would have never come to that. It is 18 good to see there is continued interest. So, 16. 19 We have to determine a multiplier to that one as 20 well. Next screen. 21 Now, the Board of Directors, 22 Life Members and Past Presidents all have the 23 right to vote. These are called, collectively, 24 Other Delegates. We apply to each of them -- 25 received the same multiplier standard of 1 as the</p>
<p style="text-align: right;">7</p> <p>1 that is in Bylaw 302 says that we must provide 2 equal strength among the Youth, Adult and 3 Professional Councils. So we'll use a multiplier. 4 Now, we have raw data and that is starting to show 5 right there, raw data Youth Council. 6 In order for multipliers to be 7 used, the first step we have to take is determine 8 which of the councils will be the largest. It's 9 obvious to you just as it is to us that the Youth 10 Council is the largest and it has been for many 11 years. 12 So we start with the Youth 13 Council and you can see 290 delegates. That's not 14 necessarily 290 Youth Council delegates sitting 15 there in a room somewhere. Instead, it's all 16 virtual, but the numbers associated with the 17 individual state organizations can, in some cases, 18 reflect the fact that human beings are associated 19 with those. Sometimes, however, the rules do 20 allow a single member of that member organization 21 to -- to handle the voting for its entire group. 22 So we start with Youth Council 23 and we can move on to the next. Now, we're at the 24 Adult Council. You can see the individual state 25 organizations and the affiliates and</p>	<p style="text-align: right;">9</p> <p>1 members of the Youth Council. So on to the next 2 screen, please. We have Other Affiliates. Each 3 of them receives a single vote. Okay. Next 4 screen, please. 5 Now, I mentioned multipliers. 6 So we have what I told you Youth Council 290 7 delegates, so to speak; Adult Council 184; Pro 8 Council 18; Athletes 16; Others 20; Life Members 9 12; BOD 14; Past Presidents 4. Now, we have to 10 have the three councils, Youth, Adult and Pro have 11 equal weighting when you -- you can see the 12 multipliers used over on the right. 13 Youth Council has the largest. 14 It does not need to increase in size, but for our 15 voting purposes we must multiply the 290 by 1 and 16 we get 290 there. With the Adult Council, we had 17 184 as you can see on the far left and we 18 mathematically determine what the number is that 19 we have to multiply the 184 by to yield 290. You 20 can see the Adult Council weighted multiplier is 21 1.576. 1.576 times 184 equals 290. 22 The Pro Council same principle. 23 Pro Council has 18 people. 16.111 times the 18 24 equals 290. We add the voting strength of the 25 Youth, Adult, Pro, Athlete and the Other Members</p>

<p style="text-align: right;">10</p> <p>1 they add up to 1,150 with 558 are closely 2 associated with the number of actual people -- not 3 absolutely, but close. So that's what we have 4 to -- so now we have to calculate the weighting 5 for the Athlete Council and we first add the 290 6 plus the other members 920 and left to determine 7 the Athlete Council weighting. 8 There's two ways to do it, but 9 the -- sorry. My phone went off. So Athlete 10 Council 14.375 times 16 you can see it's 230. 11 Now, the rules don't establish that they have to 12 have the same numbers as the Pro, Adult and Youth, 13 but that 230 you can see 1,150 -- rather 230 14 divided by 1,150 is 20 percent. So that's the 15 requirement is that the Athletes in terms of their 16 voting strength they hold 20 percent of the voting 17 strength and the Other Members 1. 18 So the two numbers on the bottom 19 right simple majority 576 that is a factor only if 20 everybody votes. So obviously it's simple 21 majority. If you -- you determine the simple 22 majority based on the number of actual votes 23 whether to receive, likewise, two-thirds majority. 24 Next screen, please. 25 Now, we all know our event was</p>	<p style="text-align: right;">12</p> <p>1 Athletes, but all the rest it does. So that's 2 another mathematical factor that we have to take 3 into consideration. Another slide. Okay. So now 4 I've provided you with data. Thanks again to the 5 committee and staff for putting it together so 6 well in terms of gathering it. 7 I'm going to ask for a motion to 8 accept the Credentials Report. Cindy -- well, 9 hearing none, I will go ahead. Okay. Please go 10 ahead and vote for the test question. You saw 11 that. So that concludes my report. 12 PRESIDENT PARLOW CONE: Thank you, 13 Bob, and thank you to the entire Credentials 14 Committee for your great work. Everyone should 15 have received the transcript from our National 16 Council Meeting last year in Nashville. Do I hear 17 a motion to accept the minutes as written? Is 18 there a second? Are there any objections? 19 Hearing no objections, the minutes are approved. 20 I would like to acknowledge a 21 couple of groups. First, our distinguished Life 22 Members who continue to give so much to soccer and 23 our country, thank you. And to our players that 24 have represented our National Teams, thank you for 25 representing our country so well both on and off</p>
<p style="text-align: right;">11</p> <p>1 originally supposed to be held in Atlanta and it 2 was moved to Chicago. Now, Georgia -- special 3 people in Georgia said "Golly, this isn't fair. 4 You need to fight it out, so to speak." So if we 5 go to the next screen, we have created a shootout 6 between the State Amphibian of Georgia and the 7 State Amphibian of Illinois. You can see what 8 they are, the green tree frog and eastern tiger 9 salamander. 10 So now as a practice I'd like 11 you to vote electronically to see which of the two 12 would win the shootout. Please do that now. 13 Do we have the results now? 14 Okay. We can move onto the next slide. Okay. We 15 did not get any results on that vote. So, 16 remember, the voting process at least 20 percent 17 of the voters eligible must be Athletes, also the 18 Adult, Pro and Youth Councils all have to have 19 equal voting strength and another factor that we 20 have to consider when we're preparing the 21 multipliers in the overall picture of the voting 22 and that is that no individual delegate 23 organization member can hold more than 2 percent 24 of the total weighted vote. 25 Now, that does not apply to</p>	<p style="text-align: right;">13</p> <p>1 the field and, third, to the Past Presidents that 2 are here I don't think I ever fully appreciated 3 all that you have done until I sat in the seat 4 myself. So thank you so much for all you have 5 done for U.S. Soccer and our country as well. 6 All right. Let's get started. 7 Everyone should have received the Book of Reports 8 with the committee and council reports. Thank you 9 to all the committee members on all the committees 10 as I know you all put in a lot of time and energy 11 into these committees. 12 As you all know, I requested 13 that the bylaw amendments which relate to the 14 changes in the USOPC bylaws or that effect 15 National Council structure be withdrawn. As of 16 this morning, they have been withdrawn. So I 17 thank you for that. I am hopeful that this will 18 provide more time to have a robust conversation 19 with all the stakeholders so that we can come into 20 compliance with the USOPC bylaws by the end of the 21 year. 22 To do this, we will hold an 23 extraordinary National Council Meeting in 24 September which will hopefully be in person. And 25 now I'd like to take a few moments to share some</p>

<p style="text-align: right;">14</p> <p>1 personal thoughts about the past year and the 2 future ahead. 3 Welcome to everyone and thank 4 you for joining us today. It's been said so many 5 times this past year that the COVID-19 pandemic 6 truly had an impact on our daily lives unlike 7 anything we have ever experienced. 8 At U.S. Soccer, we have taken 9 this opportunity to take a fresh look at things. 10 We are a new U.S. Soccer. We are making 11 significant changes to personnel as well as having 12 a new approach to challenges and opportunities. 13 We have a new President, we have a new CEO, we 14 have new leadership throughout our organization 15 with new ideas. We are listening and empowering 16 our staff. We are finding new ways forward to 17 work with our players, partners and stakeholders. 18 Now that I'm almost a year into 19 my presidency, and after spending much of that 20 time listening, listening to staff, listening to 21 members, listening to players and many others, it 22 has become very clear that for us to reach our 23 full potential, we have to implement change. 24 Sport has demonstrated time and again that it has 25 a diversity, equity and inclusion problem. I am</p>	<p style="text-align: right;">16</p> <p>1 because these differences are what make us great. 2 It is time for us all to be better teammates by 3 listening and deepening our understanding of 4 others. We have not ensured that every kid that 5 wants to play soccer has not only the opportunity, 6 but a real chance at competing and succeeding. 7 I am the person and the leader I 8 am today because I was lucky enough to have the 9 means and the opportunity to play soccer. We all 10 know that soccer enriches kids' lives and helps 11 them learn many life lessons. So when kids don't 12 see a place for themselves in our sport, we all 13 lose. 14 So we are implementing a 15 fundamentally different bold strategy that puts 16 improving diversity, equity and inclusion at the 17 center of everything we do. Before we can model 18 the way for soccer in the U.S., our first priority 19 is to get our own house in order. 20 Our vision is simple, but 21 ambitious. Through our words, our actions and the 22 culture we foster every moment of every day, U.S. 23 Soccer will model the way for soccer in the U.S. 24 to become more diverse, equitable and inclusive, 25 increasing U.S. Soccer's impact around the globe</p>
<p style="text-align: right;">15</p> <p>1 embarrassed that I never had conversations with my 2 black and brown teammates about race and never 3 really understood the struggles that they endured 4 on a daily basis. Thus, I was never able to help 5 them. 6 It is 20 years later and I want 7 to be a better teammate. So I've started to have 8 these conversations. In one of these 9 conversations, my former teammate told me "On the 10 field, no one cared what the color of my skin was 11 as long as I could play and help us win. I was 12 afraid that would change if I shared the racial 13 challenges I faced off the field. I didn't want 14 to be seen as different." 15 I think about the weight of this 16 on my black and brown teammates and how heavy it 17 must have felt to them on and off the field. I 18 wonder how much better could they have been, how 19 much better could our team have been without that 20 weight or if they had allies on the team to help 21 them carry that weight. I think about other 22 differences besides race that people felt that 23 they could not talk about. 24 It is time to open these 25 conversations and celebrate these differences</p>	<p style="text-align: right;">17</p> <p>1 while reflecting the people and ideals of the U.S. 2 This transformation has already 3 begun at Soccer House such as revamping our hiring 4 practices and putting together allyship and 5 mentorship programs and much more. We must all 6 work together to be aligned to make our sport more 7 diverse and more inclusive. Think about how much 8 better all of our teams would be if each of us 9 here today took action to become a better 10 teammate. I challenge each of you to do just 11 that. What can you do to be a better teammate? 12 Please watch this DEI video. 13 (Whereupon, a video was played.) 14 PRESIDENT PARLOW CONE: As you can 15 see, U.S. Soccer proudly supports our players, 16 staff and fans in all efforts to fight for social 17 justice. We've only just started and we have a 18 long way to go, but DEI is one of U.S. Soccer's 19 principles and will be a guiding aspect in 20 everything we do moving forward. Along with a 21 renewed commitment to DEI, U.S. Soccer continues 22 to be focused on eliminating barriers and increase 23 opportunities for players, coaches and referees. 24 We are engaging on a nationwide 25 study on why minorities are not choosing soccer</p>

<p style="text-align: right;">18</p> <p>1 and what can we as a soccer community do to remove 2 the barriers. We have also pivoted our Innovate 3 to Grow fund to provide financial assistance 4 directly to members. We extended 67,000 referee 5 licenses at no cost. We reduced coaching 6 licensing courses fees. We also took a serious 7 step to tackle another challenge, one that is near 8 and dear to my heart, the lack of women in 9 coaching by launching the Jill Ellis Scholarship 10 and SheChampions Mentorship Program. 11 This fantastic program will help 12 us achieve our goal of doubling the number of 13 elite professional female coaches by 2024. We 14 have been excited to see all our professional 15 leagues return to play and that set the stage for 16 our National Teams to also return safely. 17 We're extremely excited for our 18 Women's National Team as they aim to be the first 19 country to win the Olympics while also being the 20 reigning World Cup champion when they compete in 21 Tokyo this summer. 22 Our U-23 Men's Team will look to 23 join the Women in Tokyo when they take part in 24 qualifying next month. And our full Men's 25 National Team has one of the busiest years on</p>	<p style="text-align: right;">20</p> <p>1 passion and overall commitment to our sport is 2 truly unbelievable. I really do feel incredibly 3 fortunate and honored to serve as President. Your 4 contributions in every way allow us to grow this 5 game. So thank you from the bottom of my heart 6 for all that you continue to do. 7 Now, I'd like to turn it over to 8 Will Wilson, our CEO and Secretary General. 9 MR. WILSON: Thank you, Cindy, and 10 thanks to all our members for joining us virtually 11 today. 12 As you all know, this is my 13 first AGM since taking over as CEO a little less 14 than a year ago and at the beginning of the 15 pandemic. The impact of COVID has been hard on 16 all of us in every part of our lives and for me 17 one of those challenges has been few, if any, 18 opportunities to meet all of you in person. I 19 certainly hope that changes over the coming year. 20 I've said this before, but I 21 want to express to you all how honored I am to be 22 in this role and have the opportunity to lead the 23 Federation as its CEO and General Secretary. I 24 have long admired the Federation from afar and 25 both accept and do not take lightly the</p>
<p style="text-align: right;">19</p> <p>1 record with a shot at two trophies when they 2 compete in Nations League and then the Gold Cup 3 all before starting their 2022 World Cup 4 qualifying journey in September. 5 Our Youth and Extended National 6 Teams have had limited programming and canceled 7 events due to the pandemic, but we're also looking 8 forward to all of those teams coming back as soon 9 as possible. As we all return to play, we also 10 hope U.S. Soccer's comprehensive educational 11 campaign Play On is providing you guidance on how 12 to safely navigate the restart of activities with 13 proper health and safety protocols. I know at the 14 grassroots level there are varying degrees of 15 activity. We all hope that we will all be back 16 out on the field very soon. 17 Along with our new CEO Will 18 Wilson, I'm confident we will improve, mature and 19 develop in all areas at U.S. Soccer both on and 20 off the field. With hosting the 2026 World Cup on 21 the horizon, this is an incredibly exciting time 22 for all of us connected to the game. I continue 23 to be impressed by the people involved in this 24 sport every single day. 25 Your creativity, hard work,</p>	<p style="text-align: right;">21</p> <p>1 responsibility I share with you all and the 2 stewardship of our great game and this country. 3 The beauty of soccer is that it 4 is the global sport. All cultures and countries 5 are represented. And for an American kid like 6 myself who spent much of his formative years 7 living outside the states in London and Mexico 8 City and later many of my adult years working in 9 Germany, Scotland and a return to Mexico City I 10 now realize how the experience of being a 11 third-culture kid and adult has had a tangible 12 impact on how I view the world as well as a 13 heightened acceptance of different cultures and 14 perspectives. 15 For those of you who are not 16 familiar with the term third-culture kid it 17 relates to a person who has spent much of their 18 developmental years outside their parents' 19 culture. Often that person has the ability to 20 build relationships with all cultures while not 21 having full ownership of any particular one 22 culture. 23 For me, I frequently found 24 myself trying to find ways to connect back to the 25 states, but never really feeling American and when</p>

<p style="text-align: right;">22</p> <p>1 we did live in the states playing sports became 2 the way for me to do that and to become an 3 American kid. Ultimately, it became my passion 4 and profession. 5 In many ways, working for the 6 Federation ties my past, present and future 7 together, my international experiences and love of 8 sport, the effort of working to make the global 9 game America's game and the opportunity to 10 showcase the best of our country on a global 11 scale. All this makes me feel American in a way 12 that is authentic to me. 13 As the CEO for the past 11 14 months, I have been focused on a number of 15 different areas. In addition to managing through 16 the impact of COVID and having to make very 17 difficult staffing and programming decisions, we 18 have focused much of our intention internally and 19 on our organization and its structure and 20 stability. Right from the start I have been 21 incredibly impressed with the staff at U.S. 22 Soccer. 23 Their tiredless work ethic and 24 passion come across instantly and with the 25 addition of our new Chief Legal Officer Karen</p>	<p style="text-align: right;">24</p> <p>1 fans will truly return to stadiums and there is 2 continued uncertainty of when our broader soccer 3 ecosystem will be back on the fields in full 4 force. 5 Having said that, a number of 6 recent factors provide us with confidence that 7 when our fiscal year concludes at the end of March 8 we will end up in a much better financial position 9 than our August forecast for Fiscal '21 included 10 in the Book of Reports. 11 As we have all learned, the 12 effects of COVID on our business are constantly 13 changing and projections are subject to that 14 constant change as well. While we navigate the 15 choppy waters of today in our immediate future, 16 we've also focused our attention on our long-term 17 goals to help us support our mission of making 18 soccer the preeminent sport in the United States. 19 Over the summer months, senior 20 leadership and myself, along with several Board 21 members, developed ten-year goals to put an 22 aspirational stake in the ground on where we would 23 like to be by the year 2030. We presented these 24 goals to our Board in September and have 25 articulated them to membership over the course of</p>
<p style="text-align: right;">23</p> <p>1 Leetzow and Chief Commercial Officer David Wright 2 we are positioned well for the continued evolution 3 of our organizational structure. 4 Cindy has already highlighted 5 our evolving DEI focus and its importance for our 6 future growth, but we have also made headway in 7 other key areas. In addition to implementing goal 8 setting and performance management, we also went 9 through an intentional effort to develop and 10 articulate our principles and values. Instead of 11 me talking about it, please watch this video 12 explaining the staff-led process. 13 (Whereupon, a video was played.) 14 MR. WILSON: Our principles and 15 values are even more important during difficult 16 times, which all of us have faced in this past 17 year. Like every organization, COVID adversely 18 affected our financial health as many of U.S. 19 Soccer's key revenue streams were disrupted in our 20 Fiscal '21. To help mitigate, we cut back on our 21 expenses and will continue to be prudent as we 22 move forward. 23 Our Fiscal '22 budget is 24 reflective of the headwinds we will face with 25 increased programming when we are not sure of when</p>	<p style="text-align: right;">25</p> <p>1 this last week, including in our One Nation One 2 Team 2020 and beyond presentation on Thursday 3 night. 4 These goals help provide us with 5 short and long-term direction and will act as the 6 underpinning of our future annual strategic 7 planning and budgeting process. They also inform 8 our short and long-term platform and program 9 priorities as well as align our staff around 10 universal and measurable targets. 11 They are focused into three 12 distinct priority areas; performance, 13 participation and fandom. When we think of our 14 organization, we include Mens, Womens and Extended 15 National Teams, our Youth National Teams, high 16 performance and talent ID and the performance 17 vertical. 18 We include youth and adult 19 participation, licensed coaches and registered 20 referees in our participation vertical goal and we 21 include brand development, content and social 22 media, event execution, infrastructure, Insiders 23 in technology and data and our fandom vertical and 24 all within the context of a broad diversity, 25 equity and inclusion push because we understand</p>

<p style="text-align: right;">26</p> <p>1 that we will not be able to achieve these goals 2 without embracing DEI. 3 We know that these are 4 ambitious, but as articulated in our principles 5 and values we wanted to aim high and we are 6 hopeful that working with you all we can achieve 7 them and push the popularity of our sport to new 8 heights. 9 Lastly, I want to give my 10 heartfelt thanks to all of you who have stuck with 11 the game through the ups, downs, starts and stops 12 of a year unlike any other. During these 13 challenging times, it's more apparent than ever 14 that working closely with you all is a key 15 component of our core mission and future success. 16 As our world hopefully starts to 17 slowly open back up, I look forward to finding 18 ways to connect with you all in person. As we 19 move forward, please know that all of us at the 20 Federation are dedicated to a collaborative 21 approach that ensures that we can all be 22 successful and continue to grow the sport we love. 23 Thank you for the opportunity to 24 address you all and I look forward to today's 25 National Council Meeting.</p>	<p style="text-align: right;">28</p> <p>1 Financial Officer of U.S. Soccer, I want to first 2 thank the Budget and Finance Committee Chair 3 Richard Moeller and the committee members Lisa 4 Carnoy, Chris Ahrens, Tim Turney and Juan Uro for 5 their oversight on the budget. I also wanted to 6 thank my finance team for their work on this 7 process. 8 Next, I want to provide 9 background and introduce the FY '22 budget video 10 presentation. The Federation is in year four of a 11 five-year operating plan that runs through March 12 2023. We revised the projections factoring in the 13 impact of the pandemic. In FY '22, we are 14 budgeting a deficit of \$40.6 million. This is 15 lower than our FY '21 projections. Deficits are 16 planned through 2022 with continued investment in 17 the game. 18 In November 2020, the Budget and 19 Finance Committee reviewed the FY '22 budget and 20 how it fit within our five-year operating plan. 21 The Committee recommended approval of the budget 22 to the Board of Directors and subsequently to the 23 Board for approval. The Board approved the FY '22 24 budget. 25 With that context, I will ask</p>
<p style="text-align: right;">27</p> <p>1 (Whereupon, a video was played.) 2 PRESIDENT PARLOW CONE: Now, I'd 3 like to turn it over to Pinky Raina, our CFO and 4 CHRO to go over the budget. 5 MS. RAINA: Thank you, Cindy. 6 Before starting, I would like to recognize Greg 7 Fike to address a few points raised in the chat. 8 Greg Fike? 9 MR. FIKE: Hello. I just wanted to 10 address a few points that were raised in the chat 11 earlier. Both the minutes and the Credentials 12 Committee Report were accepted by general consent. 13 There was another question in the chat about how 14 many people are actually logged on. 15 We have 279 people logged on and 16 more people are logging in every minute, just 17 slightly over 300 people registered. So I did 18 want to make sure we addressed those points early 19 on. I do want to turn it back over to Ms. Raina 20 to continue with the budget presentation. Thank 21 you. 22 MS. RAINA: Thank you, Greg. Good 23 afternoon, everyone. Thank you for your time this 24 afternoon. Included in the Book of Reports is the 25 proposed budget for FY '22. As the Chief</p>	<p style="text-align: right;">29</p> <p>1 you to turn your attention to the FY '22 budget. 2 (Whereupon, a video was played.) 3 MS. RAINA: Now, I would like to 4 call for a motion to approve the FY '22 budget. 5 Any objections? Voting is now closed. The FY '22 6 proposed budget is now passed. U.S. Soccer's 7 General Counsel Greg Fike will be presiding over 8 the membership approvals process. 9 Greg, please come up to the 10 podium. 11 MR. FIKE: Thank you, Pinky. We'll 12 next go on to membership applications of which 13 there is one membership change. It's included in 14 your Book of Reports. It has been previously 15 approved by the Board. The application is from 16 the Armed Forces Sports Council to change from 17 Associate Member to National Affiliate. 18 Membership applications require 19 approval of the majority of the National Council. 20 Unless there is an objection, we will handle the 21 membership applications by the general consent 22 process. So the Armed Forces Sports Council was 23 approved by the Board to switch from Associate to 24 National Affiliate last year. 25 Unless there is an objection,</p>

<p style="text-align: right;">30</p> <p>1 Armed Forces Sports Council's membership change to 2 National Affiliate will be approved by general 3 consent. If there is an objection, please right 4 point. 5 Hearing no objections, 6 congratulations -- I'm sorry. I recognize Janet 7 Campbell from North Texas. Please raise your hand 8 in the Zoom function to be unmuted and state your 9 point. 10 Sorry. I see that Janet 11 Campbell has withdrawn her point from this motion. 12 Congratulations to the Armed Forces Sports Council 13 on being a National Affiliate of U.S. Soccer. 14 Thank you. 15 The next item on your agenda are 16 bylaw amendments. I'll recognize Ms. Campbell now 17 for a point here. Please state your point. 18 MS. CAMPBELL: Yes, can I be heard? 19 MR. FIKE: Yes, we can hear you. 20 MS. CAMPBELL: Okay. So I would 21 like to make a motion to refer all remaining 22 proposed bylaw amendments Items H through K to 23 special committee. 24 MR. FIKE: A motion to -- two 25 things. Sorry. Say that one more time, Janet.</p>	<p style="text-align: right;">32</p> <p>1 is the proposal from Mr. Galena Bylaw 412. It is 2 in Section 8 of your Book of Reports Item I. The 3 Chair has been informed that Mike Galena would 4 like to be recognized for consideration of the 5 proposal. 6 Mr. Galena, can you raise your 7 hand in the Zoom call and you will be unmuted. 8 Thank you. 9 MR. GALENA: Thanks, Greg. Am I 10 good? 11 MR. FIKE: We can hear you, Mike. 12 MR. GALENA: Thank you. So a year 13 ago before the group was a promise to bring forth 14 a bylaw we can all support to allow all of our 15 members to vote for representation. The At-Large 16 group is an impressive group of diverse 17 organizations that grow and support the sport and 18 more importantly the people that play this 19 wonderful game. We have always worked toward 20 consensus in decisions and conversations and this 21 process was a perfect example. 22 I'm proud of the work we've done 23 collectively. With that said, the divisiveness 24 within the Federation and member organizations has 25 grown over these past few months and we as a</p>
<p style="text-align: right;">31</p> <p>1 Can you restate your motion? 2 MS. CAMPBELL: So I would like to 3 make a motion to refer all remaining proposed 4 bylaw amendments Items H through K to special 5 committee. 6 MR. FIKE: Okay. So a motion to 7 refer all the -- all of those combined bylaw 8 proposals is out of order because the bylaw 9 proposal is unrelated. 10 MS. CAMPBELL: Okay. If you would 11 let my motion carry into section -- to the next 12 section, please. 13 MR. FIKE: You'll have an 14 opportunity to raise that. Thank you. 15 So the -- just so -- the Chair 16 has been informed that bylaw proposals A through H 17 just to make sure it's clear there was an e-mail 18 sent out earlier today to the National Council 19 members that bylaw proposals A through H have been 20 withdrawn by the proposers and will be considered 21 by the National Council after U.S. Soccer gathers 22 additional information from stakeholders. So 23 thank you to the proposers for letting us know in 24 advance of the meeting. 25 So the next item on the agenda</p>	<p style="text-align: right;">33</p> <p>1 collective group prefer to contribute to a more 2 productive conversation that recognizes the 3 tremendous contributions of every member. 4 As such, and with broad support 5 from the member organizations, I'm very fortunate 6 to represent that I'm withdrawing this bylaw for 7 consideration during this AGM. 8 MR. FIKE: Thank you, Mike. So this 9 bylaw amendment Bylaw 412 and 413 will be 10 withdrawn. Thank you. 11 The next amendment is Bylaw 413 12 proposed by the Nominating Governance Committee. 13 It is included in your Book of Reports in Bylaw 14 Section 8, Subsection J. The proposal is to 15 reduce the immediate past President as a 16 non-voting Board member from six years to one 17 year. 18 The proposed amendment has been 19 reviewed by the Board which recommends the 20 adoption of the proposed amendment. The Rules 21 Committee report is printed in the Book of 22 Reports. 23 The Chair would like to 24 recognize Cindy Cone on this bylaw amendment. 25 PRESIDENT PARLOW CONE: To follow</p>

<p style="text-align: right;">34</p> <p>1 along and in support of all the other bylaws, I 2 move to refer this as well to the Board and to 3 report back at the next National Council Meeting. 4 MR. FIKE: Motion to refer it back 5 to the Board is on the table and will be 6 considered. Unless there is any objection, please 7 state an objection by right point now so I can 8 tell if there is an objection to this bylaw 9 proposal being referred back to the Board. 10 Seeing no objection to the 11 referral, the motion passes by general consent. 12 Thank you. 13 The next item for consideration 14 is the amendment to Bylaw 431 proposed by the 15 Nominating Governance Committee. It is included 16 in your Book of Reports Bylaw Section 8, 17 Subsection K. The proposal is to vest 18 responsibility for review of conflict of interest 19 statements and conflict of interest policies with 20 the Risk, Audit and Compliance Committee. The 21 pros for the amendment has been reviewed by the 22 Board which recommends the adoption of the 23 proposed amendment, the Rules Committee report as 24 printed in the Book of Reports as well. 25 The question is on the adoption</p>	<p style="text-align: right;">36</p> <p>1 MR. FIKE: Thank you, Dave. So the 2 question -- is there any further discussion on the 3 bylaw amendment? All right. 4 Hearing none, the question is 5 adoption of the proposed amendment to Bylaw 431 as 6 found in your Book of Reports and as recommended 7 by the Board. This motion does require a 8 two-thirds vote for adoption and the vote will be 9 taken electrically. 10 Are you ready for the question? 11 Mr. Kepner, please proceed with the vote. 12 MR. KEPNER: Begin voting now. 13 MR. FIKE: The vote is 70.19 percent 14 of the weighted vote in favor and 29.81 percent 15 opposed. Therefore, there are two-thirds in the 16 affirmative and the motion is adopted. Bylaw 17 4- -- excuse me. Bylaw 431 is amended as 18 proposed. Thank you. 19 Can we bring the points back up, 20 please, on my screen? Thank you. I'd like to 21 recognize Tom Moore from California North had a 22 point. 23 Please raise your hand to be 24 unmuted and you can speak. 25 MR. MOORE: Can you hear me okay?</p>
<p style="text-align: right;">35</p> <p>1 of the proposed amendment to Bylaw 431 as found in 2 the Book of Reports in the bylaws section. I'm 3 recognizing Dave Guthrie from Indiana has a point. 4 Please raise your hand so you can be unmuted. 5 Thank you. 6 MR. GUTHRIE: Thank you, Greg. My 7 point is that we have several that have tried to 8 make a point under new business and we're not able 9 to be recognized. So I would ask that you go back 10 and recognize those, especially just for fairness 11 since we're in a digital environment that we need 12 to make sure that on -- on point that we need to 13 make sure we're fair. So I would appreciate that 14 you would acknowledge Tom Moore from Cal North. 15 MR. FIKE: Okay. I was going to do 16 that after we finish with the bylaw amendments if 17 the Parliamentarian says that's okay. 18 THE PARLIAMENTARIAN: If it doesn't 19 relate to the bylaw amendments, that will be fine. 20 MR. FIKE: Thank you. Mr. Moore, I 21 assume if you can write in, I assume that the 22 point does not apply to this particular bylaw 23 amendment. Okay. I will recognize you after this 24 bylaw amendment is considered. 25 MR. GUTHRIE: Yes, I hope so.</p>	<p style="text-align: right;">37</p> <p>1 MR. FIKE: Yes, I can, Tom. How are 2 you? 3 MR. MOORE: Very good. Thank you, 4 Mr. Fike. So I have placed in the chat the text 5 of the motion which you should be receiving now. 6 It's a little bit lengthy. So I hope you'll be 7 able to place it on the screen, but I'll go ahead 8 and read out the motion. If it receives a second, 9 I would like a moment or two just to talk about 10 its intent to make sure we're clear and if there 11 are any potential questions to answer any 12 questions about it. 13 So here's the motion. I move to 14 establish a special committee consisting of not 15 more than six representatives selected by each of 16 the Athletes Council, the Pro Council, the Adult 17 Council, the Youth Council, the National Board of 18 Directors and six representatives of the so-called 19 At-Large group not otherwise represented for the 20 purpose of, but not limited to, developing 21 consensus on amendments to U.S. Soccer's bylaws 22 and policies that align U.S. Soccer's bylaws and 23 policies with the recently amended Ted Stevens 24 Olympic and Amateur Sports Act to be considered 25 for adoption by the National Council at the 2022</p>

<p style="text-align: right;">38</p> <p>1 Annual General Meeting of the United States Soccer 2 Federation. 3 This special council will be 4 chaired by a representative of the council that 5 represents the largest number of registered 6 players registered with USSF in 2019 and will 7 begin meeting not later than July 10, 2021, and 8 conclude its work not later than September 30, 9 2021. The chairperson will determine the form and 10 format of the special committee meeting. 11 That is the text of the motion. 12 If you tell me it gets a second, I would like a 13 moment or two to speak about the intent and 14 clarify anything that might be unclear. 15 MR. FIKE: So since this item was 16 not on the agenda, it requires a two-thirds vote 17 for -- even to consider this proposal. So -- 18 pursuant to our bylaws. So that motion is not a 19 debatable motion. 20 So what we need to do is set up 21 to call for the question of whether we're going to 22 consider that. So in favor of consideration of 23 the amendment needs a two-thirds majority in order 24 to -- to be considered at this meeting. 25 MR. MOORE: Would you like any</p>	<p style="text-align: right;">40</p> <p>1 only in case of something urgent, which this might 2 qualify as, but the precedent of the body has been 3 that anything that would be new business requires 4 a two-thirds vote taken without debate. That is 5 the precedent that we have used in this body to 6 interpret the bylaws. Thank you. 7 MR. FIKE: Mr. Kepner, are you ready 8 for the vote? 9 MR. KEPNER: Please vote now. I 10 will count down, 10, 9, 8 -- 11 MR. FIKE: The vote is now closed. 12 In favor of the vote or in order to place this 13 item on the agenda is 51.34 percent, opposed is 14 48.66 percent. Therefore, the motion did not 15 reach the required two-thirds vote. So this item 16 will not be considered at this time. I would 17 point out that, Mr. Moore, you should feel free to 18 bring this proposal to the Board of Directors as 19 they can consider it at any time. Thank you. 20 On to the policy changes in our 21 bylaws. So the next business is affirmation of 22 policies modified by the Board of Directors in the 23 past year found in Section 9 of the Book of 24 Reports. We will now consider the Board's 25 amendment to Policy 102(4)-1. It can be found in</p>
<p style="text-align: right;">39</p> <p>1 clarification on intent? 2 MR. FIKE: Not at this point. So we 3 really do need to go to a vote. So before the 4 vote, Dave Guthrie from Indiana Soccer Association 5 has a potential point of order, which is the only 6 thing that could be considered since this is a 7 non-debatable motion. So please raise your hand, 8 Dave, and you'll be recognized. 9 MR. GUTHRIE: I would like to 10 challenge the decision and that is it takes a 11 two-thirds vote and that there is some -- I'd like 12 you to cite in Robert's Rules where this is -- 13 should be a two-thirds vote. This should be a 50 14 plus 1 vote, not a two-thirds. 15 MR. FIKE: I am going to ask the 16 Parliamentarian Michael Malamut, who is here with 17 us today, to come up to the podium to address this 18 issue. 19 THE PARLIAMENTARIAN: The member is 20 correct. According to Robert's Rules, it would 21 take a simple majority vote. However, there is a 22 specific bylaw in the rules of -- the bylaws that 23 apply to the National Council Meetings that any 24 item that was not placed on the agenda and 25 submitted in advance requires a two-thirds vote</p>	<p style="text-align: right;">41</p> <p>1 Section 9 - Affirmation of Board Policies of the 2 Book of Reports. 3 The deletions in this policy 4 made by the Board on January 20, 2021, are 5 indicated by the strike-outs in the text in your 6 book. Yesterday, the Board approved one 7 additional change related to this policy amendment 8 which should be up on the screen shortly. 9 There was one sentence struck 10 out at the end so the purpose of this policy 11 amendment was simply to allow professional teams 12 to use their standard professional roster as part 13 of the Open Cup. Is there any discussion? 14 I recognize David Guthrie from 15 Indiana Soccer Association. He has a point. 16 Please raise your hand and you'll be unmuted, 17 Dave. 18 MR. GUTHRIE: Yeah, Mr. Fike, I made 19 the point back on the last item. I would like to 20 challenge again the fact that we don't have an 21 agenda. We didn't approve an agenda. So it's 22 more of a guideline according to Robert's Rules. 23 So based on that, I'd like to 24 ask for the Parliamentarian to weigh in since we 25 don't have a formal agenda and because the motion</p>

<p style="text-align: right;">42</p> <p>1 was made it should still be 50 plus 1, not 2 two-thirds and since it received more than 50 it 3 should be accepted as approved. 4 MR. FIKE: I'll ask the 5 Parliamentarian to come up and address the 6 question. 7 THE PARLIAMENTARIAN: As we had said 8 before, the bylaws are a higher authority and 9 would overrule Robert's Rules when there is an 10 explicit disagreement. In this case, we have been 11 using the shorthand agenda because everybody in 12 the community knows that to get placed on the 13 agenda you have to submit a proposal significantly 14 far in advance, but I'll read the actual bylaw, 15 which is Bylaw 303, Section 3. 16 "Any business item other than 17 approval of Life Member nominations and proposed 18 amendments to these bylaws to be presented to the 19 National Council at the Annual General Meeting 20 shall be submitted to the Secretary General at 21 least 60 days before the meeting. In urgent cases 22 upon a two-thirds vote, the National Council may 23 consider an item not so submitted." 24 So it's not technically whether 25 it's on the agenda or off the agenda. It's</p>	<p style="text-align: right;">44</p> <p>1 Are you ready for the question? 2 Mr. Kepner, please proceed with the vote. 3 MR. KEPNER: Begin voting now. 4 Voting will end in 10, 9 -- voting is closed now. 5 MR. FIKE: The vote is 83.51 percent 6 of the weighted vote in favor and 16.49 percent 7 opposed. Therefore, there is a majority in favor 8 of the Board's amendments to Policy 102(4)-1 and 9 they are affirmed. Policy 102(4)-1 as amended by 10 the Board will remain in effect. Thank you. 11 We will now consider the Board's 12 rescission of Policy 604-1. The change can be 13 found in Section 9 - Affirmation of Board Policies 14 in the Book of Reports. 15 The Board rescinded the policy 16 on June 9, 2020. Is there any discussion? The 17 Chair recognizes James Bulger from Eastern 18 Pennsylvania who will be speaking against the 19 rescission. 20 Please raise your hand in Zoom 21 and you'll be unmuted. 22 MR. BULGER: Can you hear me, Greg? 23 MR. FIKE: Yes, I can. 24 MR. BULGER: All right. As both of 25 these policies were obviously enacted to appease</p>
<p style="text-align: right;">43</p> <p>1 whether the members have had sufficient time to 2 bring it back to their groups and get the feedback 3 necessary to truly represent their constituents in 4 the consideration of the matter and only on a 5 two-thirds vote is it warranted in an emergency 6 situation to bring it before the body of us as a 7 whole. 8 So thank you very much. The 9 bylaw will take precedent over Robert's Rules in 10 this circumstance. 11 MR. FIKE: Thank you, Michael. So 12 we are on consideration of the motion to ratify -- 13 sorry -- the ratification of the Policy 102(4)-1 14 in your Book of Reports. 15 Is there any discussion on that 16 policy? Janet -- I recognize Janet Campbell from 17 North Texas with a point. Please raise your hand 18 in Zoom to be unmuted. Thank you. I apologize, 19 Janet. It must have been a previous point. 20 As there is no further 21 discussion on this policy proposal, the question 22 is on the affirmation of the amendments to Policy 23 102(4)-1 as recently revised by the Board. This 24 motion requires a majority vote for adoption and 25 the vote will be taken electronically.</p>	<p style="text-align: right;">45</p> <p>1 the Professional and/or Athletes Councils and the 2 NBA teams largely rolled over, I would like to 3 speak against this policy in particular as it's 4 the most abrasive, divisive and insulting of these 5 two policies. 6 In particular, unless I got a 7 package that is different than everybody else, I 8 don't see any of the normal statement of the 9 policy and statement of the changes. All I see is 10 what appears to be a politically correct press 11 release in my package, unless I'm missing 12 something. So I think on form only we ought to 13 vote against this, not even getting into the 14 substance of it. 15 MR. FIKE: Thank you. I'd like to 16 recognize next Rick Kelsey from Arizona Youth 17 Soccer Organization. He'll be speaking against 18 the repeal. Please raise your hand in Zoom and 19 you'll be unmuted. Do we have Mr. Kelsey? 20 Mr. Kelsey, I'll come back to you. I'm going to 21 recognize Dave Guthrie who is speaking against the 22 repeal as well. 23 MR. GUTHRIE: Thank you, Mr. Fike. 24 I would speak against the repealing of this 25 particular policy at this time. It sounds like</p>

<p style="text-align: right;">46</p> <p>1 there was a small number of folks in lieu of the 2 overall size of this council that had the benefit 3 of the conversation about the pros and cons for 4 repealing this particular policy. 5 I think it would be more 6 respectful to give the entire council the benefit 7 of those discussions to hear what is positive, 8 what is negative, rather than just have a few 9 steer U.S. Soccer in one direction or another. My 10 comments should not be at all construed as being 11 opposed to the efforts of DEI and I don't want it 12 to be construed that way and I'm not suggesting 13 that I would vote one way or the other, but what 14 I'm asking is for a robust, fully illuminated 15 conversation among all the council about a policy 16 that is so important as this one. 17 MR. FIKE: Thank you. Mr. Kelsey, I 18 recognize you again and see if you can't raise 19 your hand to be unmuted in Zoom. 20 MR. KELSEY: Can you hear me now? 21 MR. FIKE: Yes, I can. 22 MR. KELSEY: Thank you. First and 23 foremost, I want to acknowledge the fact that we 24 should respect each individuals' right to protest 25 and demonstrate however they feel is appropriate</p>	<p style="text-align: right;">48</p> <p>1 the group in case anyone is unsure about what the 2 policy amendment is -- what was repealed. I'm 3 going to provide a summary, not a verbatim 4 statement of that, but essentially the policy was 5 that you had to stand respectfully during the 6 national anthem and it was a requirement at all 7 U.S. Soccer events. That was repealed in its 8 entirety by the Board of Directors. 9 I would next like to recognize 10 Chris Ahrens who is going to speak in favor of the 11 repeal. 12 Please raise your hand on Zoom 13 and you'll be unmuted. 14 MR. AHRENS: Thank you. Can you 15 hear me, Greg? 16 MR. FIKE: Yes. 17 MR. AHRENS: Great. Hi, everyone. 18 Last summer the Athlete Council met to discuss 19 exactly this proposal and we submitted a public 20 statement encouraging the Board of Directors to 21 repeal this policy with the council that was 22 seated at that time. We believe that the athletes 23 have a right to choose how they -- how they want 24 to demonstrate and, quite frankly, the longer this 25 dialogue goes on of kneeling versus standing we're</p>
<p style="text-align: right;">47</p> <p>1 as long as it's done in a respectful manner. 2 However, the reason why I speak 3 in protest of repealing this particular policy is 4 not about what we do, it's about what we're 5 letting others do. 6 My concern would be what we do 7 when we're playing an opponent and the opponent 8 takes a knee during the playing of our national 9 anthem because we've now let them know that's 10 okay. My concern would also be the athlete who 11 may decide to take a knee when we're playing in a 12 visiting team's stadium, the playing of their 13 national anthem because we have let them know it's 14 okay. 15 I think when we're representing 16 the country we should be able to stand with 17 respect. We don't have to acknowledge -- the hand 18 doesn't have to go across the heart, we don't have 19 to salute, whatever acknowledgement has to be, but 20 for any individual that is going to represent the 21 country we should all be expected to stand 22 respectfully, courteously during the playing of 23 any national anthem, not just the American, but 24 every country and every anthem. Thank you. 25 MR. FIKE: Just a clarification for</p>	<p style="text-align: right;">49</p> <p>1 not actually talking about the reason that people 2 are kneeling and we're not trying to make anything 3 better. 4 There is a lot of improvement we 5 can make in this organization. We're far from 6 perfect. We all acknowledge that. We all look 7 around and see that, but the longer that this 8 policy is in place we're just going to be talking 9 about kneeling versus standing and not any of the 10 systemic issues that are presented to us. 11 So I do not believe the policy 12 is actually about forcing one person to kneel and 13 one person to stand. It's simply about providing 14 athletes their choice and with a policy in place 15 we can't have any real dialogue around the issues 16 that are presented in front of us in the area of 17 diversity, equity and inclusion. Thank you, Greg. 18 MR. FIKE: You're welcome. 19 Tim Frament from Eastern New 20 York Youth Soccer Association, I'd like to 21 recognize you now for a point of order. Please 22 raise your hand and you'll be unmuted and state 23 your point regarding this policy. 24 MR. FRAMENT: You stated that this 25 was for the national anthem. The rule as printed</p>

<p style="text-align: right;">50</p> <p>1 says national anthems plural. 2 MR. FIKE: Thank you for the 3 correction. My apologies. It did say national 4 anthems plural. It was not intentional. Thank 5 you. 6 Next, I'd like to recognize Seth 7 Jahn from the Athletes Council speaking against 8 the rescission of the policy. Seth, please raise 9 your hand and you will be -- on Zoom and you will 10 be unmuted. 11 MR. JAHN: Hey, guys. Can you hear 12 me, sir? 13 MR. FIKE: Yes, Seth. 14 MR. JAHN: I'm Seth Jahn, a former 15 captain of the U.S. National Seven-a-side team. 16 I'm sure I'm going to ruffle some feathers with 17 what I'm about to say, especially given the 18 Athletes Council that I'm on, but given the 19 evolution of our, quote, unquote, progressive 20 culture where everything offends everybody those 21 willing to take a knee for an anthem don't care 22 about offending half of country. When they do so, 23 then I don't have too much concern and I also 24 exercise my First Amendment right where I'm here 25 to give a different perspective.</p>	<p style="text-align: right;">52</p> <p>1 ratings ever in history, yet nearly every major 2 sports organization saw an incredibly massive 3 decline in viewership as they expressed an 4 inundation of varying displays of their politics. 5 It doesn't take an economics expert to see how 6 recklessly crazy this is regarding our monies and 7 the resources it's costing in allocating to our 8 athletes, underprivileged areas and the tremendous 9 opportunities that are squandered to minorities by 10 not nipping this in the bud. 11 So we have to talk about it, 12 right? This is what we're doing, so politicizing 13 sport. So why do athletes kneel? After talking 14 to a number of my fellow minority colleagues' 15 perspective, even though every minority in our 16 country faces the same socioeconomic bias, it's 17 predominantly facing the black communities of 18 police brutality and slavery. I'm just basing 19 this solely off of the facts and the statistics 20 and my personal experience. 21 So the first issue, police 22 brutality, is a narrative with relativity zero 23 data to substantiate it. The facts just don't 24 have time for the feelings. Per the FBI 25 statistics, there are nearly 400 million police</p>
<p style="text-align: right;">51</p> <p>1 I also feel compelled to 2 articulate I'm of mixed race and represent 3 undoubtedly the most persecuted people in our 4 country's history - Native Americans, more 5 specifically the Aniwaya Clan of the Cherokee 6 Nation and with the current obsession of identity 7 politics and my resolute belief after countless 8 examples in my life my voice holds less relevance 9 when I identify with my Caucasian side than it 10 does when I identify with any native side over 11 these issues. So that's why I articulate that. 12 So if we're so bent on 13 politicizing sport, then we need to talk politics. 14 First, politicizing sport is the last thing 15 anybody really wants. Why would the general 16 public care to watch a bunch of, you know, 17 privileged people politicize their entitlement 18 which, to be clear in the industry we're in, is 19 entertainment. It's an escape from the exhaustive 20 rhetoric on both sides being shoved down our 21 throats. 22 Sport is the one thing that can 23 unify our country. In 2020, when every citizen 24 was craving an outlet as they were locked down in 25 their homes, sports should have had the highest</p>	<p style="text-align: right;">53</p> <p>1 interactions annually, 95 percent of the deaths in 2 the black communities come at the hands of another 3 black man, 3.7 percent at the hands of law 4 enforcement with 3.2 percent of those deaths being 5 a justified use of force. 6 That's less than half of a 7 percent. When these tragic events happen, it's 8 truly a statistical anomaly. I worked in law 9 enforcement in two large agencies alongside my 10 black, brown, white, yellow, red, purple peers. I 11 never once saw a hint of police brutality. Does 12 that mean it doesn't exist? Absolutely not. And 13 it's important to address those atrocities when 14 they manifest to exercise critical thinking and to 15 also rebut the divisive narrative exacerbated by 16 the media in order to garner their ratings as they 17 exploit our emotive state, but I've also lived all 18 over the world. 19 I grew up in the bricks of 20 Miami. I spent my summers on reservations where I 21 have been jumped, in the hospital twice, I had my 22 car shot up, my house shot up with my little 23 cousins inside just from being too light-skinned. 24 There is racism in every race. So why aren't we 25 using our individual platforms to exercise our</p>

<p style="text-align: right;">54</p> <p>1 social justice worries and bring to light the 2 disproportionate number of deaths in those 3 communities within their communities? 4 And, secondly, slavery I keep 5 hearing how our country was found on the backs of 6 slaves, even though approximately only eight 7 percent of the entire population even owned 8 slaves. Every race in the history of mankind has 9 been enslaved by another demographic at some point 10 in time. Blacks have been enslaved, Hispanics 11 have been enslaved, Asians -- most recently in our 12 country in the friggin' 20th century have been 13 enslaved. Natives have been enslaved, whites have 14 been enslaved. 15 Shoot, I lived in Africa for two 16 and a half years where I could purchase people, 17 slaves, between the price of \$300 and \$800 per 18 head depending on their age, health and 19 physicality. Where are the social justice 20 warriors and the news journals to bring 21 illumination to these real atrocities? 22 Yet in all of history only one 23 country has fought to abolish slavery, the United 24 States of America, where nearly 40,000 men died to 25 fight for the abolishment of slavery under the</p>	<p style="text-align: right;">56</p> <p>1 belief system? I want to be clear. I would 2 gladly give my life to preserve every athletes' 3 right to express their First Amendment right, 4 though, I doubt they'd reciprocate the same 5 gesture, but not only representing our country on 6 the pitch -- do that on your own individual 7 platforms and I'll support that all day. I'll 8 help you. 9 The individual athlete does not 10 speak for every athlete in the Federation or our 11 organization, yet they represent us all and cost 12 an exorbitant amount of funds that could be 13 allocated to the same communities they say they're 14 advocating for. Every company in this world has 15 these policies in place to ensure employees do not 16 embarrass or speak on behalf of the company unless 17 in an elected position. So why is it not the same 18 here? 19 After being on senior teams, 20 youth national teams and a player with the 21 National Team, a great number of our biggest names 22 in our Federation vehemently agree with me behind 23 closed doors, of course, but they are ostracized 24 for voicing their positions within the team 25 publically, which I'm not afraid to do. I've</p>
<p style="text-align: right;">55</p> <p>1 same stars and bars that our athletes take a knee 2 for. Their sacrifice is tainted with -- 3 MR. FIKE: Mr. Jahn, I'm sorry to 4 interrupt, but please wrap up your comments as 5 they have been going on for a little while, so if 6 you can wrap up I would appreciate it. 7 MR. JAHN: Thirty more seconds. 8 Thirty more seconds. Their sacrifice is tainted 9 by every knee that touches the ground and it's 10 shameful and embarrassing. I've lived in nine 11 countries, I've been to 98, I served as a 12 counterintelligence special agent abroad over half 13 the countries -- served 11 years in the military, 14 seven of those special forces, I've been injured 15 multiple times, spent two years in the hospital 16 inpatient, was paralyzed, all while fighting for 17 people of color all over the world who do not know 18 my name or even knew I was there sometimes. 19 I have draped nine of my 20 brothers' caskets who died fighting for those 21 oppressed with that same flag that is humiliated 22 every time I see an athlete kneel. 23 So why kneel? What does that 24 do? What does that represent? Is there a better 25 way to express your disgust and your personal</p>	<p style="text-align: right;">57</p> <p>1 earned the right. I promised I'd keep their 2 identities concealed, but how do you think this 3 ultimately affects the culture cohesiveness of the 4 team and their performance? 5 United we stand, divided we 6 kneel. I vote to preserve Policy 604-1. Thank 7 you. 8 MR. FIKE: Thank you. Mr. -- I 9 recognize Mr. Pinori from Eastern New York State 10 Soccer Association. The indication on the screen 11 is a second. So I'm not a hundred percent sure, 12 but please state your point after you raise your 13 hand to be unmuted. 14 MR. PINORI: Can you hear me? 15 MR. FIKE: Yes, I can, Peter. 16 MR. PINORI: Greg, the only thing I 17 did is I seconded the motion that Jim made. 18 That's the only thing I wanted to do. 19 MR. FIKE: Okay. All right. Thank 20 you. Thank you very much, Peter. My apologies. 21 I didn't understand the second reference in this 22 context. Thank you. 23 Next, the Chair would like to 24 recognize Cindy Cone. 25 PRESIDENT PARLOW CONE: Let me be</p>

<p style="text-align: right;">58</p> <p>1 clear this is not about disrespecting the flag or 2 about disrespecting the military. This is about 3 the athletes and our staffs' right to peacefully 4 protest racial inequality and police brutality. 5 So I urge our membership to 6 please support our staff and our athletes on this 7 policy. Thank you. 8 MR. FIKE: Thank you, Cindy. Next, 9 the Chair would like to recognize Janet Campbell. 10 She raised a point, at least that's what is 11 showing up on my screen. So I apologize, Janet, 12 if this is just the one coming up again. 13 So please raise your hand in 14 Zoom and you'll be unmuted. All right. Janet, 15 I'm assuming that that point was about something 16 else. So as there is no further discussion, the 17 question is on affirmation of rescission of Policy 18 604-1 as found in Section 9 - Affirmation of Board 19 Policies in the Book of Reports. The motion 20 requires a majority vote for adoption and the vote 21 will be taken electronically. 22 Are you ready for the question? 23 Mr. Kepner, please proceed with the vote. 24 MR. KEPNER: Please begin voting 25 now. Begin winding up your voting now. 10, 9 --</p>	<p style="text-align: right;">60</p> <p>1 idea. 2 Now -- in the order recognized 3 by the Chair, we will end our discussion when 4 there is no one else requesting recognition to 5 speak, or ten minutes, whichever is sooner. 6 Please remember that there is no vote at this 7 time. 8 Is there any discussion? The 9 Chair recognizes Jim Sadowski from Metropolitan 10 D.C. Virginia Soccer Association. Please raise 11 your hand in Zoom and you will be unmuted to speak 12 in favor of the idea of the policy change. Thank 13 you. 14 MR. SADOWSKI: Greg, can you hear 15 me? 16 MR. FIKE: Yes, I can. 17 MR. SADOWSKI: Okay. Great. Thank 18 you very much. As we discussed before this was 19 put on the agenda, I appreciate that you guys put 20 it on the agenda. The reason I proposed this 21 policy was to start the discussion on barriers to 22 affiliation, including the player fee structure. 23 So I thank you. 24 I'm going to try to do this 25 without objection, but I would ask that this</p>
<p style="text-align: right;">59</p> <p>1 voting has stopped. 2 MR. FIKE: The vote is 71.3 percent 3 of the weighted vote in favor and 28.66 percent 4 opposed. Therefore, there is a majority in favor 5 and the Board's rescission of Board Policy 604-1 6 is affirmed. The Board's rescission of Policy 7 604-1 will continue in effect. Thank you. 8 On to the next item of business. 9 Included in your Book of Reports in Section 10 as 10 a discussion item is a policy proposed by 11 Metropolitan D.C. Virginia Soccer Association. 12 U.S. Soccer's legal team, in consultation with 13 outside experts, have determined that 14 consideration of the proposed policy at this AGM, 15 and National Council Meeting, is in conflict with 16 the procedures required by Bylaw 214 because the 17 proposal did not receive the assent of the Board 18 as required by the bylaw. 19 The proposed policies, 20 therefore, are brought forward as a discussion 21 item at this time. This item is open for 22 discussion at this time for ten minutes. All 23 speakers who wish to speak may indicate pro or 24 con. Pro simply means you're speaking in favor of 25 the idea. Con means you're speaking against the</p>	<p style="text-align: right;">61</p> <p>1 policy be referred to a task force to be appointed 2 by the President in consultation with the Board of 3 Directors to examine not only the player fee 4 structure, but all barriers to affiliation. 5 This would be consistent with 6 the task force that was promised in Nashville. So 7 I'd like to refer this to a task force without 8 objection on all barriers to affiliation. 9 MR. FIKE: Yeah. Thank you, Jim. 10 If -- if you're okay with it, I'd like to add that 11 particular item to the Board's next regular agenda 12 for consideration of creation of a task force. 13 Is that okay with you, Jim? 14 MR. SADOWSKI: Yes. 15 MR. FIKE: That item -- I will 16 request that item be added to the agenda for the 17 next regular Board meeting. Thank you, Jim. 18 Yeah, the Chair recognizes Cindy 19 Cone for discussion. 20 PRESIDENT PARLOW CONE: So, Jim, I 21 just wanted to chime in here and tell you that it 22 will be added. 23 MR. FIKE: Thank you, Cindy. The 24 end of our discussion time has arrived. The Board 25 will take this discussion and obviously the</p>

<p style="text-align: right;">62</p> <p>1 request of Mr. Sadowski and the agenda as 2 requested by Ms. Cone in its future -- into future 3 consideration on this issue. 4 Thank you for your time and 5 consideration this afternoon. I've got a -- well, 6 I'll recognize one more pro Michael Hill from 7 Pennsylvania West Soccer Association. 8 Please raise your hand to be 9 unmuted in Zoom. 10 MR. HILL: Can you hear me? 11 MR. FIKE: Yes, I can, Michael. 12 MR. HILL: I just want to thank the 13 Board for accepting this committee. I would like 14 to make a point, though, that they also committed 15 to the same thing in the minutes at the national 16 meeting and 12 months have elapsed and it hasn't 17 happened. Thank you. 18 MR. FIKE: You're welcome. I 19 recognize David Guthrie for a point of order from 20 Indiana Soccer Association. 21 Please raise your hand and 22 you'll be unmuted. 23 MR. GUTHRIE: Thank you again, 24 Mr. Fike. 25 I'm going to offer an incidental</p>	<p style="text-align: right;">64</p> <p>1 agenda -- this is the exact same motion that was 2 proposed before. In order to get on the agenda, 3 it would require a two-thirds vote. It failed 4 and, therefore, it is out of order. 5 MR. GUTHRIE: Mr. Fike, it is an 6 incidental main motion and I believe it should be 7 handled differently. I would ask the 8 Parliamentarian to -- and I want to keep -- I'm 9 sure these will be in the minutes, but I want to 10 make sure the Parliamentarian has an opportunity 11 to review that. 12 MR. FIKE: Yes. Thank you. I'm 13 happy to bring Michael up to address that issue. 14 Thank you. You have to wait one second, Michael. 15 THE PARLIAMENTARIAN: Thank you, 16 Greg. Thank you. The bylaw does not make any 17 difference between main motions and incidental 18 main motions in this regard. The bylaw says "any 19 business item." This is a business item. It 20 creates a new committee or task force, which is an 21 item of business, and, therefore, whether it's 22 categorized as incidental main motion which is 23 basically for those who are not intimate with 24 Robert's Rules means a procedural main motion or 25 whether it's a substantive main motion which is a</p>
<p style="text-align: right;">63</p> <p>1 main motion. That motion is to move to establish 2 a special committee consisting of not more than 3 six representatives selected by each of the 4 Athletes Council, Pro Council, Adult Council, 5 Youth Council, National Board of Directors and six 6 representatives of the At-Large group not 7 otherwise represented for the purpose of, but not 8 limited to, developing consensus on amendments to 9 the U.S. Soccer's bylaws and policies that align 10 U.S. Soccer's bylaws and policies with the 11 recently amended Ted Stevens Olympic and Amateur 12 Sports Act to be considered for adoption by the 13 National Council at the 2022 Annual General 14 Meeting of the United States Soccer Federation. 15 The special committee will be 16 chaired by a representative of the council that 17 represents the largest number of registered 18 members with USSF in 2019 and will begin meeting 19 not later than July 10 of 2021 and conclude not 20 later than September 30, 2021. 21 The chairperson will determine 22 the form and format of the special committee 23 meeting. 24 MR. FIKE: Thank you, Dave. That 25 was another motion. Again, in order to get on the</p>	<p style="text-align: right;">65</p> <p>1 motion that introduces a completely new business 2 item, it is still an item of business before this 3 body. 4 If it were on the agenda, it 5 would have to be listed as an agenda item as a 6 general special order for consideration even if it 7 were an incidental main motion as opposed to a 8 substantive main motion and, therefore -- 9 MR. GUTHRIE: We raised that issue 10 earlier. 11 THE PARLIAMENTARIAN: -- there is no 12 significant difference because a bylaw requires 13 business items to be raised 60 days in advance. 14 Thank you very much. 15 MR. FIKE: Thank you, Michael. That 16 concludes our discussion on the policy proposal 17 that we'll soon be discussing at the Board meeting 18 next. I'd like to recognize Michael Malamut to 19 come up next and conduct the elections. Thanks so 20 much. 21 THE PARLIAMENTARIAN: Thank you, 22 Greg. The next item of business is the 23 Independent Director election. I understand that 24 we have one nomination for that position from the 25 Board of Directors. Cindy, you may now make the</p>

<p style="text-align: right;">66</p> <p>1 nomination.</p> <p>2 PRESIDENT PARLOW CONE: As all of</p> <p>3 you know, our Federation and our Board of</p> <p>4 Directors benefit from the service and</p> <p>5 contributions of our Independent Directors. One</p> <p>6 of our independent directors, Lisa Carnoy, is up</p> <p>7 for re-election this year. Lisa brings a wealth</p> <p>8 of knowledge and experience to our boardroom.</p> <p>9 She is the Chair of the Risk,</p> <p>10 Audit and Compliance Committee and she serves on</p> <p>11 the Budget Committee. Her advice and expertise</p> <p>12 truly makes our Board stronger. The Board</p> <p>13 unanimously recommends re-electing Lisa. So on</p> <p>14 behalf of the Board, I am nominating Lisa to be</p> <p>15 re-elected to another three-year term as an</p> <p>16 Independent Director. Thank you.</p> <p>17 THE PARLIAMENTARIAN: Thank you,</p> <p>18 Cindy. Now, we are ready for the election to fill</p> <p>19 the open Independent Director position on the</p> <p>20 Board.</p> <p>21 Lisa Carnoy is the only nominee.</p> <p>22 Is there any objection? Seeing no objection, Lisa</p> <p>23 is elected by acclamation. Congratulations, Lisa.</p> <p>24 Thank you. Cindy, do you have</p> <p>25 any words of welcome for Lisa at this time?</p>	<p style="text-align: right;">68</p> <p>1 your hand in the Zoom.</p> <p>2 MS. CARNOY: Can you hear me?</p> <p>3 THE PARLIAMENTARIAN: Yes, we can.</p> <p>4 Welcome, Lisa.</p> <p>5 MS. CARNOY: Thank you. I just</p> <p>6 wanted to say thank you. I appreciate your</p> <p>7 confidence in me. It is a privilege to be on this</p> <p>8 Board. I know we have a lot of work to do. I</p> <p>9 have great confidence in Cindy and Will and the</p> <p>10 entire team and look forward to seeing you all in</p> <p>11 Atlanta next year.</p> <p>12 THE PARLIAMENTARIAN: Thank you.</p> <p>13 Now, the next order of business is the</p> <p>14 presidential election. Under our bylaws,</p> <p>15 nominations for President need to be submitted in</p> <p>16 advance. Nominations are now closed. The</p> <p>17 election is to fill the remaining year of the</p> <p>18 current term for President.</p> <p>19 Only one nomination was</p> <p>20 submitted timely for the election for President,</p> <p>21 your current President Cindy Parlow Cone. As</p> <p>22 there can be no other nominations, Cindy is now</p> <p>23 declared elected by acclamation for -- to fill the</p> <p>24 vacant term for the remainder of her term as</p> <p>25 President. Congratulations, Cindy. Do you wish</p>
<p style="text-align: right;">67</p> <p>1 PRESIDENT PARLOW CONE: Yeah,</p> <p>2 welcome, Lisa, back to the Board. We're excited</p> <p>3 to have you.</p> <p>4 Lisa, did you want to say</p> <p>5 anything or anyone else from the Board want to</p> <p>6 talk on Lisa's behalf? Chris would like to make a</p> <p>7 statement.</p> <p>8 THE PARLIAMENTARIAN: Chris, please</p> <p>9 raise your hand in the Zoom to be unmuted.</p> <p>10 MR. AHRENS: I just wanted to</p> <p>11 welcome Lisa on the Board and bringing her</p> <p>12 expertise from the business world is only going to</p> <p>13 make the Board stronger and she truly cares about</p> <p>14 the game and she is just a great addition to the</p> <p>15 Board and I know the members don't always get to</p> <p>16 know the Independent Directors. So I just wanted</p> <p>17 to welcome Lisa and encourage her to continue to</p> <p>18 be the positive force that she has been on the</p> <p>19 Federation.</p> <p>20 THE PARLIAMENTARIAN: Thank you very</p> <p>21 much. I want the members to know that Lisa has</p> <p>22 sent a direct message saying thank you on behalf</p> <p>23 of your support and your vote.</p> <p>24 Lisa, do you wish to be unmuted</p> <p>25 at this time to say anything? If so, please raise</p>	<p style="text-align: right;">69</p> <p>1 to speak?</p> <p>2 PRESIDENT PARLOW CONE: Yes.</p> <p>3 THE PARLIAMENTARIAN: Thank you.</p> <p>4 PRESIDENT PARLOW CONE: Thank you</p> <p>5 for re-electing me. It is truly an honor to serve</p> <p>6 as your President. I know we have a lot of work</p> <p>7 to do, but I'm looking forward and excited about</p> <p>8 continuing to work with our Board, our members and</p> <p>9 stakeholders and our players to move the</p> <p>10 Federation forward in a positive manner. Thank</p> <p>11 you.</p> <p>12 THE PARLIAMENTARIAN: Thank you very</p> <p>13 much, Cindy. Now, in accordance with our bylaws</p> <p>14 and policies, the nomination process for the Vice</p> <p>15 President is up for consideration. The process is</p> <p>16 public and it was closed for nominations in</p> <p>17 December pursuant to our bylaws.</p> <p>18 Four candidates completed the</p> <p>19 nomination process timely; Cobi Jones, Bill</p> <p>20 Taylor, Tim Turney and Jim Sadowski. A draw was</p> <p>21 conducted on Thursday that determined the order in</p> <p>22 which the candidates would be on the ballot and</p> <p>23 the order in which you will see the veto -- the</p> <p>24 videos, excuse me, that they prerecorded. Please</p> <p>25 roll the videos from the candidates at this time.</p>

<p style="text-align: right;">70</p> <p>1 Thank you.</p> <p>2 MR. JONES: Thank you, everyone, for</p> <p>3 your time. My name is Cobi Jones and I am running</p> <p>4 for the U.S. Soccer Vice President position. I</p> <p>5 get asked consistently why am I running. Well, it</p> <p>6 comes down to a simple reason really. I wish to</p> <p>7 give back to the game that gave me so much and</p> <p>8 tackle some of the issues to date. I bring the</p> <p>9 experiences and perspectives that are broad enough</p> <p>10 to bring everyone together under U.S. Soccer, a</p> <p>11 team where everyone can have a sense of belonging,</p> <p>12 where one feels represented, where one feels heard</p> <p>13 and communication regularly occurs. The</p> <p>14 overarching ideas that carry weight with me, and</p> <p>15 will throughout my term, will be representation</p> <p>16 and access with advocacy, representation from the</p> <p>17 boardrooms to the playing field. This increased</p> <p>18 diversity will not just be a race and gender</p> <p>19 advocacy, but lead to diversity of thought,</p> <p>20 experience, leadership and communication.</p> <p>21 This will give new ways to look</p> <p>22 at and handle problems which, in turn, will</p> <p>23 benefit not just U.S. Soccer but soccer in all its</p> <p>24 forms. I have a vision for U.S. Soccer over the</p> <p>25 next three to five years to improve transparency,</p>	<p style="text-align: right;">72</p> <p>1 U.S. Soccer's numbers in the youth game, we need</p> <p>2 to look at the social issue of kids and parents</p> <p>3 understanding that the game is played for fun.</p> <p>4 Soccer needs to be</p> <p>5 community-based. So let's get to the grassroots</p> <p>6 and go hyper-local and reaching out to the</p> <p>7 unaffiliated teams is a necessity. Let's do this</p> <p>8 through local representation. That said, I</p> <p>9 propose establishing a fun first initiative</p> <p>10 directed at bringing back the elements that make</p> <p>11 the game fun to play for kids.</p> <p>12 This includes less structure,</p> <p>13 less emphasis on competition and winning at the</p> <p>14 younger age groups and helping both parents and</p> <p>15 players understand the importance of technical,</p> <p>16 tactical and physical development.</p> <p>17 I would look to our National</p> <p>18 Teams and see where we can harmoniously solve</p> <p>19 issues and address concerns. This -- this</p> <p>20 includes establishing stability and awareness in</p> <p>21 our various extended National Teams and offering</p> <p>22 membership to other soccer organizations under our</p> <p>23 tent.</p> <p>24 With my 30-plus years involved</p> <p>25 in the game and having played at every level, I</p>
<p style="text-align: right;">71</p> <p>1 to increase membership through the recruitment of</p> <p>2 unaffiliated clubs and individuals.</p> <p>3 I will look to establish</p> <p>4 partnerships to focus on underrepresented</p> <p>5 communities and, in turn, increase minority</p> <p>6 participation in the game and finally look to</p> <p>7 settle internal disputes without lawsuits, which</p> <p>8 will make U.S. Soccer more harmonious and</p> <p>9 appealing to sponsors.</p> <p>10 To make the game more accessible</p> <p>11 to underserved communities, I believe that I will</p> <p>12 need to first establish the will and commitment to</p> <p>13 do so outside of current subsidies for kids and a</p> <p>14 key strategy is to create safe places for kids to</p> <p>15 play.</p> <p>16 I will propose working in inner</p> <p>17 cities to create access to blacktops for mini</p> <p>18 soccer pitches and available green spaces for</p> <p>19 small-sized fields. This initiative will require</p> <p>20 us to work with departments, groups and</p> <p>21 organizations that are already doing this.</p> <p>22 To ensure the appropriate</p> <p>23 project management and accountability, I will</p> <p>24 establish a committee or task force to focus on</p> <p>25 implementation and local programming. To help</p>	<p style="text-align: right;">73</p> <p>1 have a broad view of the landscape, most of my</p> <p>2 time on the field as a player, I have been a</p> <p>3 coach, a fan, a parent and an investor in the</p> <p>4 game. As Vice President of U.S. Soccer, I want to</p> <p>5 bring unity and simplicity and guide U.S. Soccer</p> <p>6 in the direction that benefits all of its members.</p> <p>7 Thank you.</p> <p>8 MR. TAYLOR: I'm glad the election</p> <p>9 is finally here and we can move forward together.</p> <p>10 After literally hundreds of phone calls, I feel</p> <p>11 like I have a much better understanding of the</p> <p>12 membership I hope to serve as Vice President.</p> <p>13 Thanks to each of you that took time out of your</p> <p>14 busy day to talk with me. I am grateful to be a</p> <p>15 part of this organization. The love I have for</p> <p>16 the game stems from my personal enjoyment in</p> <p>17 playing the game as often as I can and being on</p> <p>18 the field with my teams.</p> <p>19 It comes from helping my players</p> <p>20 to become young adults and preparing for life</p> <p>21 experiences. It also comes from being a fan</p> <p>22 watching and attending professional and National</p> <p>23 Team games.</p> <p>24 I believe that my near 20 years</p> <p>25 as a physician, businessman and administrator as a</p>

<p style="text-align: right;">74</p> <p>1 state president give me a depth of experience that 2 uniquely qualifies me for this position. While we 3 are exiting the pandemic, I believe we are 4 entering one of the most trying times in U.S. 5 Soccer history, one that will require a lot of 6 action and effort to clear the financial hurdles 7 while trying to regain the losses of our 8 membership numbers. 9 Additionally, while we make our 10 way through the changes of governance, I believe 11 that instead of fracturing us, this provides us 12 the opportunity to come together in a way that 13 will allow us to communicate and come up with 14 unified ways that we can grow the game together. 15 I stand by my mission statement to work together 16 with the youth, adults, athletes and professional 17 members to find, develop and play. 18 We have a short window to build 19 bridges, to find clear pathways and unite our 20 country to be prepared for the growth of soccer 21 leading up to and beyond the Mens '26 World Cup 22 and hopefully Womens '27 World Cup as well as the 23 '28 Olympics. The time is now. We must unite. I 24 am ready to hit the ground running and work with 25 you. I hope I have earned your trust and your</p>	<p style="text-align: right;">76</p> <p>1 knowledge to help move this Federation forward. 2 It is through relationships from individual 3 communication that we can do this. 4 My pledge to you is I will reach 5 out on a regular basis and consistent basis to 6 talk to the members openly, very frankly and 7 sometimes probably aggressively so that we can 8 move this Federation in the direction it needs to 9 go. We are one Federation made up of all the 10 members. Together we can do great things. 11 Thank you very much and I hope 12 everyone is safe and healthy. God Bless America. 13 Let's go. 14 MR. SADOWSKI: Welcome to the 2021 15 AGM. To start, I am thankful. I thank my wife 16 and the other people that helped me during the 17 campaign and over the last two decades. There are 18 too many of you to mention by name, but thank you 19 for your dedication, your guidance and friendship. 20 You have made me a better person. 21 I thank the candidates. Their 22 presence has made the election competitive. 23 Competition and an exchange of ideas are both good 24 for the game. I cheered Cobi on the field and I 25 cheer him again for stepping up to the challenge.</p>
<p style="text-align: right;">75</p> <p>1 support. Thank you. 2 MR. TURNEY: Good afternoon, 3 everyone, and welcome to the 2021 USSF AGM. This 4 has been quite a year. It is bizarre and strange 5 to say the least. As I speak to you now eight 6 days before the convention, so much can happen 7 between now and the election. So much has 8 happened in the past year since we last met in 9 Nashville. 10 Who could have thought the 11 dramatic outcomes with COVID; the rescheduling of 12 games, no games, no fans in the seats, only 13 playing a few national games for the entire year, 14 postponing the Olympics. 15 As we look to the future and 16 what next year holds as we meet next year at this 17 time there will undoubtedly be anywhere from six 18 to eight new members on your Board of Directors. 19 Change is inevitable. Change for progress is 20 good. 21 As we move down this road to 22 look forward to the good things that come, we must 23 unite. We must act as one Federation made up of 24 four councils. We must come together. I believe 25 in order to do that I possess a wealth of</p>	<p style="text-align: right;">77</p> <p>1 When I spoke to Tim, I said "Are you sure you want 2 to do this? Running a horse farm seems like more 3 fun." Tim is a great guy. I have enjoyed our 4 calls and I hope our friendship continues. Thank 5 you, Tim. 6 Finally, I thank Bill for his 7 ideas and putting them on paper. All the 8 candidates help me think and perhaps dream. 9 Thinking and dreaming are important parts to 10 having a vision and I have a vision. That vision 11 includes service to the members. I made a 12 commitment that I would try to make U.S. Soccer a 13 better place, a place that serves all of its 14 members large and small, a place that provides 15 value. A place that not only promotes diversity, 16 equity and inclusion on the website, but acts on 17 those principles by reaching out to communities 18 who don't have a presence. 19 We need to build more fields to 20 play on and more leagues to play in. My vision 21 also includes setting goals that are high like 22 winning World Cups, but also supporting our less 23 visible members, the 99 percent of soccer that is 24 being played at the grassroots level. 25 In my vision, those games are</p>

<p style="text-align: right;">78</p> <p>1 important to U.S. Soccer. Soccer starts locally 2 and having a strong base drives the success of all 3 levels above the base. Without quantity, you 4 don't have quality. 5 In my vision, we must build a 6 base and quantity by growing the number of players 7 and coaches and by developing referees early on. 8 In my vision, there is a shared number of goals to 9 help build and support the base. 10 As a referee in a tournament, I 11 heard a presenter say, "Treat every game like it 12 is those players' World Cup." That simple 13 philosophy of treating everyone with importance is 14 what I will champion if elected. If we treat 15 every member, player, coach and referee as 16 important, U.S. Soccer will thrive. 17 We have just suffered through 18 the darkest days of the pandemic, but our future 19 is bright. The sun is finally shining on our 20 fields and we will all soon safely return to play. 21 In my vision, U.S. Soccer reaches out again to all 22 members to provide more COVID relief such as a 23 partial reduction in registration fees. 24 I will now end with what I heard 25 Hank Steinbrecher, a Life Member, tell us at an</p>	<p style="text-align: right;">80</p> <p>1 for Vice President. Election requires a majority 2 vote. We will now call on Bob Kepner to conduct 3 the vote. 4 MR. KEPNER: Begin voting now. 5 Voting will close in 10, 9 -- 6 THE PARLIAMENTARIAN: Thank you. 7 The vote results are as follows: Cobi Jones 44.67 8 percent, Bill Taylor 34.10 percent, Tim Turney 9 7.99 percent, Jim Sadowski 13.25 percent. 10 No candidate obtained a majority 11 at this round of election. Therefore, we will 12 need to have a second round of voting in order for 13 a candidate to obtain a majority. Before we do 14 that, we will take a five-minute recess. It is 15 now -- it is now 2:21. We will resume -- it is 16 now 2:22. We will resume at 2:27 promptly. Thank 17 you. 18 (Whereupon, a break was taken 19 after which the following 20 proceedings were had.) 21 THE PARLIAMENTARIAN: Thank you. 22 Now that we've had a time for a brief recess, my 23 understanding is that all four candidates wish to 24 be considered in another round of voting. All 25 four candidates will be before you again.</p>
<p style="text-align: right;">79</p> <p>1 awards banquet. The word American ends with "I 2 can." We are all Americans. I can and we can 3 together get our players back on the field safely 4 and quickly. I can and we can together make 5 soccer a more diverse, inclusive, transparent and 6 accountable place. I can and we can together 7 ensure that U.S. Soccer provides better service 8 and value. 9 And while we build a soccer 10 nation remember that soccer teaches us much more 11 than soccer playing skills. It teaches teamwork, 12 character, patience, humility and how to respond 13 to failure. 14 So in my vision, soccer is not 15 just about winning player development, but having 16 fun, teaching our children life skills and 17 building friendships. Service to the members for 18 me is all about the service. I will be honored 19 and humbled to serve as Vice President. There is 20 hard work ahead and I am ready to get started. 21 Our fans chant in voice "I believe that we will 22 win." It's true we will win if we work together. 23 THE PARLIAMENTARIAN: Thank you very 24 much to all the candidates. This election is to 25 fill the remaining three years of the current term</p>	<p style="text-align: right;">81</p> <p>1 If we are unable to receive a 2 majority at this round of voting, we will then 3 proceed according to the procedures that were 4 adopted in the last contested presidential 5 election wherein subsequent rounds of voting the 6 lowest vote count recipient will be dropped in the 7 next round. 8 In this round, all four 9 candidates -- sorry. One of the candidates I 10 understand has agreed to withdraw. Tim Turney has 11 agreed to withdraw and, therefore, I'm going to 12 ask -- I'm sorry. I was misinformed. Tim Turney 13 remains a candidate. Jim Sadowski has informed 14 the body that he wishes to withdraw at this time. 15 Jim, if you wish to make a 16 statement at this time, you'll be recognized. 17 Please raise your hand in the Zoom to be unmuted. 18 Okay. I don't hear anything. So I assume that 19 Jim does not wish to make a statement at this 20 time. Thank you very much for the issues that you 21 raised in your candidacy, Jim. They are all 22 important issues that have been raised by all the 23 candidates and the Board will consider them. 24 The next round of voting will 25 consist of three candidates then: Cobi Jones,</p>

<p style="text-align: right;">82</p> <p>1 Bill Taylor and Tim Turney. 2 Mr. Kepner, will you prepare the 3 vote? 4 MR. KEPNER: Begin to vote now. 5 Voting will close 10, 9 -- voting has ended. 6 THE PARLIAMENTARIAN: Thank you. 7 Voting has ended. Cobi Jones received 40.47 8 percent. Bill Taylor received 55.94 percent. Tim 9 Turney received 3.6 percent. Therefore, Bill 10 Taylor obtained the majority and is elected as 11 your new Vice President for the remainder of the 12 current term. 13 Everyone, please join me in 14 welcoming our new Vice President of U.S. Soccer 15 Bill Taylor. 16 Bill, if you wish to speak, 17 please raise your hand in the Zoom and you will be 18 unmuted. 19 MR. TAYLOR: Can you hear me? 20 THE PARLIAMENTARIAN: Yes, we can 21 hear you. 22 MR. TAYLOR: Well, I'm kind of 23 speechless. I first want to make sure that I 24 thank everyone that I was running against. It was 25 an honorable election and a race that was filled</p>	<p style="text-align: right;">84</p> <p>1 much, Bill. And now I turn it over to Cindy. 2 Thank you, Cindy. 3 PRESIDENT PARLOW CONE: 4 Congratulations, Bill. I am grateful that you 5 have taken on this role. We have a lot of work 6 ahead of us and I look forward to partnering with 7 you in tackling all of this work. 8 As you all know, it's been a 9 really challenging year, but I truly want to once 10 again thank all of you for your time, commitment 11 and passion. We are looking forward to working 12 closely with all of you. We want to hear from 13 you, be inclusive and work with you to deliver the 14 change in progress we all know is possible. 15 As we close things up, I do want 16 to announce one last thing. Although Lisa let the 17 cat out of the bag earlier, next year's AGM will 18 be in Atlanta in early March. 19 I appreciate everyone's patience 20 as we did this year's event virtually and I look 21 forward to seeing you all in September for the 22 extraordinary National Council. 23 Please stay as we will scroll 24 through for the Good of the Game. Thank you to 25 everyone. This meeting is adjourned.</p>
<p style="text-align: right;">83</p> <p>1 with lots of ups and downs, but I really 2 appreciate the manner which each of the candidates 3 ran the race. 4 We all just focused on our 5 platforms and there was no negativity in the 6 process and, for that, I'm very proud to be able 7 to have stood on the stage with each and every one 8 of them and look forward to the time where we'll 9 be able to go get some drinks and share stories. 10 So with that being said, I want 11 to thank the membership for their support of me, 12 for those that voted for me as well as those that 13 did not. I'm very committed to being able to work 14 together across the membership, especially as we 15 move through these governance changes that we have 16 to have, that we will be able to use this as an 17 opportunity to unify our country instead of 18 allowing it to fracture us. 19 I'm also excited to help us 20 really focus on growing the game and regaining the 21 membership that we've lost through this pandemic. 22 I appreciate all of your support and I look 23 forward to speaking to you and continuing our 24 relationship as we move forward. Thank you, all. 25 THE PARLIAMENTARIAN: Thank you very</p>	<p style="text-align: right;">85</p> <p>1 (Whereupon, the Good of the 2 Game video was played.) 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25</p>

REPORTERS CERTIFICATE

I, Steven J. Brickey, RMR, CRR, appointed to take the meetings of the U.S. Soccer Federation, do certify that the within proceedings of the Board of Directors Meeting were taken by me stenographically virtually on February 27th, 2021, then reduced to typewritten form consisting of 86 pages herein; that the foregoing is a true transcript of the proceedings had.

In witness hereof I have
hereunto set my hand this 15 day of March, 2021.

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



ANNUAL GENERAL MEETING

2022 | ATLANTA

**2021 Extraordinary National
Council Meeting Minutes**

<div>1</div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> <div>6</div> <div>7</div> <div>8</div> <div>9</div> <div>10</div> <div>11</div> <div>12</div> <div>13</div> <div>14</div> <div>15</div> <div>16</div> <div>17</div> <div>18</div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> <div>23</div> <div>24</div> <div>13:56:29 25</div> <div> <p>PROCEEDINGS</p> <p>UNITED STATES SOCCER FEDERATION EXTRAORDINARY NATIONAL COUNCIL MEETING</p> <p>Lowes Hotel Rosemont, Illinois</p> <p>October 23rd, 2021 2:00 p.m. - 3:40 p.m.</p> </div>	<div>3</div> <div>14:09:05 1</div> <div>14:09:08 2</div> <div>14:09:12 3</div> <div>14:09:16 4</div> <div>14:09:23 5</div> <div>14:09:26 6</div> <div>14:09:32 7</div> <div>14:09:32 8</div> <div>14:09:36 9</div> <div>14:09:38 10</div> <div>14:09:40 11</div> <div>14:09:43 12</div> <div>14:09:45 13</div> <div>14:09:48 14</div> <div>14:09:49 15</div> <div>14:09:51 16</div> <div>14:09:54 17</div> <div>14:09:57 18</div> <div>14:09:59 19</div> <div>14:10:03 20</div> <div>14:10:07 21</div> <div>14:10:09 22</div> <div>14:10:12 23</div> <div>14:10:15 24</div> <div>14:10:18 25</div> <div> <p>So let's get started. I'd like to ask Siri Mullinix, the Chair of the Credentials Committee, to join us on stage today to walk us through everything from the credentials. We'll have to see if she does as good of a job as Bob Kepner.</p> <p>MS. MULLINIX: Thank you, Cindy, and good afternoon. I want to echo what Cindy said that it's great to be here in person with those of you who made the trip to Chicago. For those attending virtually, thank you for being here this afternoon as well. I'm going to do my best to fill the shoes of Bob Kepner who is joining us virtually today.</p> <p>Before I present the Credentials Report, I would like to take a minute to thank a handful of people. First, the staff at U.S. Soccer whose assistance has made our process flow smoothly and efficiently; Greg, Raj, Melissa, Helen, Alexa, Leah and Mike, thank you.</p> <p>I also want to thank the members of the Credentials Committee; Bob, Kathy, who is here today with me, Demetrius and Diane. Everyone has spent countless hours over the past few weeks preparing for today's meeting and vote.</p> </div>
<div>2</div> <div>14:08:01 1</div> <div>14:08:02 2</div> <div>14:08:05 3</div> <div>14:08:08 4</div> <div>14:08:11 5</div> <div>14:08:14 6</div> <div>14:08:14 7</div> <div>14:08:16 8</div> <div>14:08:18 9</div> <div>14:08:22 10</div> <div>14:08:25 11</div> <div>14:08:29 12</div> <div>14:08:31 13</div> <div>14:08:34 14</div> <div>14:08:37 15</div> <div>14:08:38 16</div> <div>14:08:41 17</div> <div>14:08:43 18</div> <div>14:08:46 19</div> <div>14:08:49 20</div> <div>14:08:53 21</div> <div>14:08:55 22</div> <div>14:08:58 23</div> <div>14:09:00 24</div> <div>14:09:03 25</div> <div> <p>PRESIDENT CONE: Hello and thank you for joining us today for the Extraordinary National Council Meeting. After many months of virtual and hybrid meetings, it's so good to see so many of you in person for the first time in a long time.</p> <p>First, I wanted to give a special thank you to the Governance Task Force. The amount of time, energy and open-mindedness everyone has provided during the past few months has been really amazing. As some of you in the room know, the proposal we will hear today is the product of those months of conversations, hard work and compromise.</p> <p>While there have been a lot of different thoughts, this process has been one that I think is important as we seek a brighter future for soccer in this country that serves everybody in our diverse membership. The work here does not end today, though. We all know we still need to roll up our sleeves as we continue to make sure we move our sport forward. But I'm looking forward to working with all of you because the only way to get to where we all want to be is to continue to work together.</p> </div>	<div>4</div> <div>14:10:21 1</div> <div>14:10:23 2</div> <div>14:10:26 3</div> <div>14:10:34 4</div> <div>14:10:36 5</div> <div>14:10:46 6</div> <div>14:10:52 7</div> <div>14:10:54 8</div> <div>14:10:57 9</div> <div>14:10:59 10</div> <div>14:11:02 11</div> <div>14:11:06 12</div> <div>14:11:08 13</div> <div>14:11:10 14</div> <div>14:11:13 15</div> <div>14:11:15 16</div> <div>14:11:19 17</div> <div>14:11:21 18</div> <div>14:11:23 19</div> <div>14:11:25 20</div> <div>14:11:28 21</div> <div>14:11:31 22</div> <div>14:11:34 23</div> <div>14:11:37 24</div> <div>14:11:41 25</div> <div> <p>We are conducting the roll call virtually today as you will see in the slides recognizing all delegates registered to vote. We'll start with the Youth -- as you can see, the Youth Council followed by the Adult Council, then we move to the Pro Council. We have the Athletes Council which, again, every year we tend to get more and more. So as a former Athletes Council rep, I'm definitely proud of their support and investment in the game. We have the Board of Directors, Life Members, Past Presidents, and Other Members.</p> <p>Before I present the report, a few comments to clarify what the Credentials Committee does in preparation for these meetings. U.S. Soccer's Bylaw 302 regarding composition and voting lays out the structure we must follow in preparation for a vote.</p> <p>Sections 1, 2 and 3 defines who qualifies as a delegate of the National Council. As you are aware, the National Council consists of the Youth, Adult, Pro and Athletes Council as well as Other Members which include the Board of Directors, Life Members, Past Presidents and Other Affiliates. These bylaws also state that one</p> </div>

<p style="text-align: center;">5</p> <p>14:11:44 1 individual of an organization member may not cast</p> <p>14:11:46 2 a vote that exceeds two percent of the total votes</p> <p>14:11:50 3 to be cast at a council meeting, the exception the</p> <p>14:11:53 4 Athletes Council.</p> <p>14:11:54 5 As we can see in the summary of</p> <p>14:11:56 6 the Credentials Report, the number of delegates</p> <p>14:11:59 7 and votes, the voting strength of each council and</p> <p>14:12:02 8 Other Members and the multipliers where needed.</p> <p>14:12:07 9 Based on Bylaw 302, equal voting strength must be</p> <p>14:12:10 10 provided to the Youth, Adult and Pro Council,</p> <p>14:12:14 11 which is done through a multiplier once we</p> <p>14:12:16 12 determine the largest council.</p> <p>14:12:17 13 As in past, and no different</p> <p>14:12:19 14 today, the Youth Council is the largest with 238</p> <p>14:12:23 15 votes. Therefore, we needed to provide a voting</p> <p>14:12:26 16 strength of 238 to the Adult and Pro Councils.</p> <p>14:12:29 17 The Athletes Council voting</p> <p>14:12:30 18 strength is not to exceed 20 percent of the total</p> <p>14:12:33 19 vote giving them a voting strength of 191. We</p> <p>14:12:37 20 also have Other Members mentioned voting today</p> <p>14:12:39 21 which include the Board of Directors, Life Members</p> <p>14:12:42 22 not to exceed 12 total votes, Past Presidents and</p> <p>14:12:45 23 Other Affiliates, which all receive the same</p> <p>14:12:48 24 multiplier as the Youth Council with a vote equal</p> <p>14:12:51 25 to 1.</p>	<p style="text-align: center;">7</p> <p>14:17:02 1 Voting is now closed. We are</p> <p>14:17:04 2 awaiting the results. Please stand by for the</p> <p>14:17:07 3 results as this could take a few minutes to</p> <p>14:17:10 4 calculate due to the hybrid voting.</p> <p>14:18:45 5 The results are in and it's a</p> <p>14:18:48 6 pretty large indicator that 75 percent choose thin</p> <p>14:18:56 7 crust. We're going to move on to one more test</p> <p>14:19:01 8 question before we prepare for the important</p> <p>14:19:04 9 voting.</p> <p>14:19:05 10 Are you attending in person? A)</p> <p>14:19:10 11 yes, B) no. Voting is now open. Voting will</p> <p>14:19:20 12 close at 2:22 p.m. Central Time. Excuse me. It's</p> <p>14:19:32 13 virtually or in person if you're attending today's</p> <p>14:19:36 14 meeting. Please vote now.</p> <p>14:22:01 15 Voting is now closed and we are</p> <p>14:22:03 16 awaiting the results. Please stand by for the</p> <p>14:22:12 17 results. Again, this could take one to two</p> <p>14:22:15 18 minutes to calculate due to the hybrid voting.</p> <p>14:24:50 19 The results are in. As we can</p> <p>14:24:53 20 see that 76 percent are virtual and 24 percent are</p> <p>14:24:57 21 in person. I want to thank you, all, for your</p> <p>14:25:01 22 time and the approval of the Credentials Report.</p> <p>14:25:03 23 I would now like to pass the mic to Greg Fike,</p> <p>14:25:06 24 U.S. Soccer General Counsel.</p> <p>14:25:16 25 MR. FIKE: Thank you, Siri. We'll</p>
<p style="text-align: center;">6</p> <p>14:12:51 1 If all eligible votes are cast,</p> <p>14:12:54 2 the bottom right of the screen displays what's</p> <p>14:12:56 3 needed to reach a simple majority at 476 votes or</p> <p>14:13:01 4 2/3 majority at 635 votes. This concludes the</p> <p>14:13:06 5 Credentials Report for the Extraordinary National</p> <p>14:13:06 6 Council Meeting.</p> <p>14:13:09 7 Do I have a motion to approve</p> <p>14:13:11 8 the Credentials Report?</p> <p>14:13:14 9 MR. MOTTA: So moved.</p> <p>14:13:15 10 MR. TURNEY: Second.</p> <p>14:13:18 11 MS. MULLINIX: Any objections?</p> <p>14:13:19 12 Hearing none, the Credentials Report has been</p> <p>14:13:21 13 approved. We are now going to practice the voting</p> <p>14:13:25 14 process with two questions.</p> <p>14:13:27 15 Please be advised since we are</p> <p>14:13:29 16 conducting the meeting hybrid we will be providing</p> <p>14:13:31 17 a slightly longer window to vote in order to</p> <p>14:13:34 18 provide a fair platform for all. The platform</p> <p>14:13:37 19 will inform you when voting closes as I will not</p> <p>14:13:40 20 be counting down the seconds and we will go by</p> <p>14:13:44 21 specific time of day. Excuse me.</p> <p>14:13:47 22 Test Question 1. What is your</p> <p>14:13:51 23 pizza preference? A) thin crust, B) deep dish.</p> <p>14:13:58 24 Voting is now open. Voting will be closed at 2:17</p> <p>14:14:05 25 p.m. Central Time. Please vote now.</p>	<p style="text-align: center;">8</p> <p>14:25:21 1 now be dealing with the bylaw amendment proposals</p> <p>14:25:24 2 that are on the agenda today for today's special</p> <p>14:25:26 3 meeting. I do want to say that we thank -- it's</p> <p>14:25:30 4 nice to see everybody in person. We have about 50</p> <p>14:25:33 5 people here in person and well over 100 people</p> <p>14:25:37 6 attending virtually at this meeting. So it's</p> <p>14:25:40 7 great to have everybody here as well.</p> <p>14:25:41 8 I do want to remind everybody we</p> <p>14:25:43 9 have a court reporter here taking a transcription</p> <p>14:25:44 10 as we would for any National Council Meeting. So</p> <p>14:25:47 11 please remember to speak reasonably slowly and we</p> <p>14:25:52 12 also have our parliamentarian here for those</p> <p>14:25:55 13 attending virtually Michael Malamut.</p> <p>14:25:58 14 So, first, Reports -- the Book</p> <p>14:26:03 15 of Reports Section 2 there are a series of bylaw</p> <p>14:26:05 16 amendments as required by Bylaw 802. All the</p> <p>14:26:08 17 proposed amendments have been reviewed by the</p> <p>14:26:10 18 Rules Committee and the reports are included in</p> <p>14:26:13 19 the Book of Reports.</p> <p>14:26:14 20 Please note that U.S. Soccer</p> <p>14:26:15 21 received written notice that USA Deaf Soccer</p> <p>14:26:18 22 withdrew its proposal to amend Bylaw 109 at this</p> <p>14:26:22 23 time. We will now proceed to consideration of the</p> <p>14:26:23 24 remaining proposed bylaw amendments.</p> <p>14:26:26 25 One housekeeping measure I know</p>

<p style="text-align: center;">9</p> <p>14:26:28 1 it's been talked about that there have been two</p> <p>14:26:30 2 minutes per person for comments during debate.</p> <p>14:26:34 3 We're not going to specifically hold people to two</p> <p>14:26:36 4 minutes per person, but I do request that you be</p> <p>14:26:40 5 succinct and I will let you know when you reach</p> <p>14:26:42 6 two minutes just to keep the time moving on.</p> <p>14:26:47 7 Thank you. I wanted to</p> <p>14:26:49 8 recognize the delegate at the microphone.</p> <p>14:26:51 9 MS. CAMPBELL: Yes, Janet Campbell</p> <p>14:26:53 10 from North Texas Soccer. In the place of the roll</p> <p>14:26:56 11 call vote, I would like to make a motion to have</p> <p>14:26:59 12 signed ballot votes on these bylaw amendments.</p> <p>14:27:02 13 My rationale for requesting this</p> <p>14:27:05 14 is in the unlikely event that any of these do not</p> <p>14:27:08 15 pass that we would have a record of who did not</p> <p>14:27:11 16 support them as a starting point to move forward</p> <p>14:27:15 17 in drafting a plan that will pass.</p> <p>14:27:24 18 MR. FIKE: Okay. So we now have a</p> <p>14:27:28 19 motion to have a signed ballot. So our technology</p> <p>14:27:33 20 as an explanation doesn't really allow for roll</p> <p>14:27:36 21 call voting, but the technology we use is --</p> <p>14:27:38 22 typically we would have a secret ballot if we're</p> <p>14:27:41 23 voting by keypad, which is the standard operating</p> <p>14:27:44 24 procedure for this body for a number of years, but</p> <p>14:27:46 25 the technology does allow for us to identify the</p>	<p style="text-align: center;">11</p> <p>14:34:53 1 So the results are in. The</p> <p>14:34:55 2 voting results are 489 yes, 352 no. So, 58</p> <p>14:35:00 3 percent majority. The motion was approved. So</p> <p>14:35:03 4 any motion related to the bylaw amendments or</p> <p>14:35:09 5 specifically the approval of the bylaw amendments</p> <p>14:35:12 6 will be by signed ballot and I'll make sure I</p> <p>14:35:15 7 announce that before the vote is taken. Thank</p> <p>14:35:17 8 you.</p> <p>14:35:21 9 So the first item for</p> <p>14:35:22 10 consideration in the bylaws are the amendments to</p> <p>14:35:25 11 Bylaws 109, 213-1, 214, 302, 321, 323, 401, 412,</p> <p>14:35:40 12 413 and 431 proposed by the Governance Task Force</p> <p>14:35:44 13 and Cindy Parlow Cone, and these will be for</p> <p>14:35:47 14 consideration in block. It is included in your</p> <p>14:35:49 15 Book of Reports Bylaw Section 2, Subsection A.</p> <p>14:35:54 16 The proposal is to make a series</p> <p>14:35:55 17 of coordinated changes to implement USOPC required</p> <p>14:35:59 18 enhancements to athlete representation in U.S.</p> <p>14:36:02 19 Soccer governance. The Rules Committee made no</p> <p>14:36:03 20 recommendation, but made several comments. The</p> <p>14:36:05 21 Rules Committee's rationale is printed in the Book</p> <p>14:36:08 22 of Reports as well. I understand that Cindy Cone</p> <p>14:36:11 23 and the Governance Task Force have proposed a</p> <p>14:36:14 24 modification to the previously noticed amendments</p> <p>14:36:16 25 to Bylaws 213-1, 321, 401, 412, and 413 consistent</p>
<p style="text-align: center;">10</p> <p>14:27:49 1 delegates via a signed ballot and not have it be a</p> <p>14:27:52 2 secret ballot and report that out within a</p> <p>14:27:55 3 reasonable time hopefully by Monday if the body so</p> <p>14:27:57 4 wants it.</p> <p>14:27:58 5 Is there a second for that</p> <p>14:27:59 6 motion?</p> <p>14:28:01 7 MR. GUTHRIE: Second.</p> <p>14:28:07 8 MR. FIKE: I heard a second. Is</p> <p>14:28:08 9 there any debate on the motion? Hearing no</p> <p>14:28:19 10 debate, I guess we'll go to a vote, if possible,</p> <p>14:28:25 11 and the question presented is whether the vote</p> <p>14:28:27 12 will be by signed ballot, which means it will not</p> <p>14:28:29 13 be secret and it will require a majority of votes</p> <p>14:28:31 14 to carry.</p> <p>14:28:32 15 So please vote yes if you're in</p> <p>14:28:33 16 favor of the signed ballot and no if you are not</p> <p>14:28:36 17 in favor of the signed ballot. And this vote</p> <p>14:28:42 18 since the standard practice -- this particular</p> <p>14:28:44 19 vote is by secret ballot.</p> <p>14:28:58 20 Are we ready to open voting?</p> <p>14:29:03 21 Voting is open. Standby. Sorry. Voting is open</p> <p>14:29:27 22 and voting will close at 2:33 Central Time.</p> <p>14:33:01 23 Voting has now closed. We are waiting for</p> <p>14:33:05 24 results. Please allow one to two minutes for</p> <p>14:33:08 25 results. Thank you for your patience.</p>	<p style="text-align: center;">12</p> <p>14:36:25 1 with the Rules Committee comments and the</p> <p>14:36:27 2 Governing Task Force modifications, the Board of</p> <p>14:36:30 3 Directors and Bylaw 412. That would also include</p> <p>14:36:32 4 a sunset provision that the task force believes</p> <p>14:36:35 5 will -- and the task force believes that this can</p> <p>14:36:39 6 obtain general consent.</p> <p>14:36:40 7 In addition, the effective date</p> <p>14:36:42 8 will be December 1st of these bylaws rather than</p> <p>14:36:45 9 December 15th. The Chair recognizes Cindy Cone to</p> <p>14:36:49 10 confirm that the proposed modification which was</p> <p>14:36:50 11 distributed in writing to the National Council</p> <p>14:36:53 12 yesterday by e-mail is -- is that correct, Cindy?</p> <p>14:36:58 13 PRESIDENT CONE: Yes, the only thing</p> <p>14:36:59 14 that I'm unsure about is the move from December</p> <p>14:37:03 15 15th to December 1st. I wasn't able to talk to</p> <p>14:37:06 16 everyone because it just came to me this morning.</p> <p>14:37:09 17 MR. FIKE: So is there any objection</p> <p>14:37:17 18 to the proposed modifications? I apologize. I</p> <p>14:37:21 19 need to give a few seconds for people online to</p> <p>14:37:24 20 have an opportunity as well. There is adoption to</p> <p>14:37:59 21 the exception of modification by Jim Sadowski from</p> <p>14:38:04 22 Metropolitan D.C. Virginia Soccer Association.</p> <p>14:38:06 23 So, therefore, Cindy, do you</p> <p>14:38:10 24 wish to do the proposed modification as a formal</p> <p>14:38:12 25 amendment?</p>

<p style="text-align: right;">13</p> <p>14:38:13 1 PRESIDENT CONE: Yes.</p> <p>14:38:15 2 MR. FIKE: Cindy has indicated she</p> <p>14:38:17 3 wishes to move it as a formal amendment. So the</p> <p>14:38:20 4 question is to accept the modifications as an</p> <p>14:38:23 5 amendment to the bylaws.</p> <p>14:38:26 6 Is there any debate on those</p> <p>14:38:28 7 modifications? A modification to the amendment</p> <p>14:38:36 8 which is an amendment to the amendment as the</p> <p>14:38:38 9 parliamentary indicated.</p> <p>14:38:43 10 Yes, recognizing the delegate at</p> <p>14:38:44 11 the microphone.</p> <p>14:38:45 12 MR. BALLISH: This is Chaz Ballish</p> <p>14:38:46 13 from the USAA, U.S. Adult Soccer Association. I</p> <p>14:38:51 14 speak in support of these modifications. They are</p> <p>14:38:54 15 essentially exactly what the Governance Task Force</p> <p>14:38:57 16 agreed on. They were when it was presented to the</p> <p>14:39:02 17 Adults and certainly to everyone in writing</p> <p>14:39:05 18 yesterday. This is not voting up or down on any</p> <p>14:39:09 19 particular bylaw. It's just should we incorporate</p> <p>14:39:11 20 these changes, which are changes to the Board's</p> <p>14:39:14 21 structure specifically, into the Book of Reports.</p> <p>14:39:19 22 So I would -- I would speak in</p> <p>14:39:20 23 support of it.</p> <p>14:39:22 24 MR. FIKE: Thank you. The Chair</p> <p>14:39:24 25 recognizes -- I'm going to alternate virtually and</p>	<p style="text-align: right;">15</p> <p>14:42:06 1 approved to be a part of the bylaws. I apologize.</p> <p>14:42:32 2 We're having some technical difficulties. So</p> <p>14:42:34 3 please bear with us. Thank you.</p> <p>14:44:08 4 Just a point of order question.</p> <p>14:44:10 5 This vote would require a majority to pass which</p> <p>14:44:12 6 is just to -- to approve the modification,</p> <p>14:44:16 7 essentially amend the amendment. The Chair</p> <p>14:44:19 8 recognizes Jim Sadowski.</p> <p>14:44:31 9 MR. SADOWSKI: Can I now be heard</p> <p>14:44:33 10 through the phone?</p> <p>14:44:33 11 MR. FIKE: Yes, we can hear you.</p> <p>14:44:35 12 Thank you, Jim.</p> <p>14:44:36 13 MR. SADOWSKI: I apologize. I have</p> <p>14:44:38 14 no objection to the amendment being brought to the</p> <p>14:44:41 15 floor. I just wanted to make sure that when the</p> <p>14:44:43 16 time came to vote on the actual bylaws that I</p> <p>14:44:49 17 could be recognized to speak. So I do not object</p> <p>14:44:52 18 to the amendments as proposed by Ms. Cone last</p> <p>14:44:56 19 night being considered.</p> <p>14:44:58 20 MR. FIKE: Thank you. So,</p> <p>14:45:01 21 Mr. Guthrie?</p> <p>14:45:03 22 MR. GUTHRIE: If you're looking for</p> <p>14:45:04 23 a second, Dave Guthrie from Indiana would second</p> <p>14:45:07 24 your motion to accept.</p> <p>14:45:08 25 MR. FIKE: Thank you. So I'll -- at</p>
<p style="text-align: right;">14</p> <p>14:39:28 1 in-person. So the Chair recognizes Jim Sadowski</p> <p>14:39:30 2 from Metropolitan D.C. Virginia Soccer Association</p> <p>14:39:33 3 virtually.</p> <p>14:40:03 4 Mr. Sadowski isn't in the Zoom.</p> <p>14:40:05 5 So he's not able to speak online, but if he types</p> <p>14:40:08 6 his chat in, I'm happy to repeat what he said.</p> <p>14:41:14 7 Was there anything else from the floor, any other</p> <p>14:41:16 8 questions online? We can potentially come back to</p> <p>14:41:18 9 Mr. Sadowski. I just want to make sure there is</p> <p>14:41:25 10 no one else. Recognize the delegate at the</p> <p>14:41:27 11 microphone.</p> <p>14:41:29 12 MR. GUTHRIE: Dave Guthrie from</p> <p>14:41:29 13 Indiana. Greg, just so we understand, you're</p> <p>14:41:32 14 going -- the motion was to accept the documents as</p> <p>14:41:36 15 were in the Book with the modifications that were</p> <p>14:41:38 16 distributed just recently, is that correct?</p> <p>14:41:40 17 MR. FIKE: No, the motion was to</p> <p>14:41:41 18 accept those modifications to then consider the</p> <p>14:41:45 19 bylaw amendments. It's just to accept the</p> <p>14:41:47 20 modifications to the -- to the amendments at this</p> <p>14:41:49 21 point in time in addition to the December 1st</p> <p>14:41:52 22 effective date.</p> <p>14:41:53 23 MR. GUTHRIE: Okay.</p> <p>14:42:04 24 MR. FIKE: If accepted, we would</p> <p>14:42:05 25 have another vote about, you know, whether they're</p>	<p style="text-align: right;">16</p> <p>14:45:11 1 the risk of being uber careful, I just want to</p> <p>14:45:14 2 make sure there's no objection to the</p> <p>14:45:17 3 modifications being accepted by general consent.</p> <p>14:45:27 4 Hearing none --</p> <p>14:45:29 5 PRESIDENT CONE: Wait. Online.</p> <p>14:45:31 6 MR. FIKE: I'll give online a few</p> <p>14:45:33 7 seconds. Okay. Since there's no objection, the</p> <p>14:45:39 8 modifications have been accepted and we'll be now</p> <p>14:45:43 9 turning to the question on the modified version of</p> <p>14:45:46 10 the proposed amendments to Bylaws 109, 213-1, 214,</p> <p>14:45:50 11 302, 321, 323, 401, 412, 413, and 431 as</p> <p>14:45:57 12 previously distributed.</p> <p>14:46:00 13 Is there any objection -- well,</p> <p>14:46:03 14 I know there is. So I assume that Jim Sadowski</p> <p>14:46:06 15 will object to the general consent on these</p> <p>14:46:09 16 modified versions.</p> <p>14:46:10 17 Since there is an objection, the</p> <p>14:46:13 18 question is on the adoption of the proposed</p> <p>14:46:16 19 amendments to the bylaws that were previously</p> <p>14:46:18 20 distributed as modified. Is there any discussion?</p> <p>14:47:00 21 The Chair recognizes</p> <p>14:47:01 22 Mr. Guthrie.</p> <p>14:47:03 23 MR. GUTHRIE: Again, Greg, if you'd</p> <p>14:47:04 24 be kind enough to give us clarity on what it is</p> <p>14:47:06 25 you're going to be asking us to vote on.</p>

<p style="text-align: right;">17</p> <p>14:47:08 1 MR. FIKE: Sure. We're voting on</p> <p>14:47:10 2 all of the bylaw amendments that I just listed as</p> <p>14:47:12 3 modified last night and this will require a</p> <p>14:47:15 4 two-thirds majority vote to pass.</p> <p>14:47:18 5 MR. GUTHRIE: Dave Guthrie with</p> <p>14:47:18 6 Indiana. We will speak in favor of the motion and</p> <p>14:47:22 7 ask the council to support the amendment.</p> <p>14:47:25 8 MR. FIKE: Thank you. I'll turn to</p> <p>14:47:28 9 online. I recognize Jim Sadowski from</p> <p>14:47:31 10 Metropolitan D.C. Virginia Soccer Association to</p> <p>14:47:34 11 speak.</p> <p>14:47:35 12 MR. SADOWSKI: Thank you, Greg. Can</p> <p>14:47:36 13 you hear me?</p> <p>14:47:36 14 MR. FIKE: Yes, we can. Thank you,</p> <p>14:47:38 15 Jim.</p> <p>14:47:39 16 MR. SADOWSKI: All right. First of</p> <p>14:47:42 17 all, I would like to say that I'm completely in</p> <p>14:47:46 18 favor of the entire package with the exception of</p> <p>14:47:50 19 302 and I'm speaking on behalf of the 10,000 to</p> <p>14:47:56 20 15,000 amateur athletes in Virginia and D.C.,</p> <p>14:48:00 21 including myself. I will try to be succinct.</p> <p>14:48:02 22 I think we're starting from an</p> <p>14:48:05 23 incorrect premise on -- on 302. On 302, I don't</p> <p>14:48:12 24 believe that's required by federal law and I've</p> <p>14:48:15 25 heard varying accounts of how someone came to that</p>	<p style="text-align: right;">19</p> <p>14:49:40 1 representation on the Athletes Council as it's</p> <p>14:49:44 2 currently constructed.</p> <p>14:49:44 3 And I also think we need to face</p> <p>14:49:46 4 the reality and not pretend that this decision</p> <p>14:49:49 5 doesn't have political consequences. No one --</p> <p>14:49:53 6 not me, not the Adult Council, not the Youth</p> <p>14:49:56 7 Council, the Pro Council or affiliates is not</p> <p>14:50:01 8 conflicted in this decision. Somebody stands</p> <p>14:50:06 9 something to gain and somebody stands something to</p> <p>14:50:08 10 lose.</p> <p>14:50:08 11 So to avoid the politics and</p> <p>14:50:10 12 even the appearance of impropriety and provide</p> <p>14:50:13 13 transparency to the decision on 302, the</p> <p>14:50:18 14 Metropolitan D.C. Virginia Soccer Association</p> <p>14:50:20 15 moves to divide the question.</p> <p>14:50:23 16 Specifically, we want the entire</p> <p>14:50:25 17 packet to be voted on with the exception of 302</p> <p>14:50:29 18 and then we want 302 to be voted on separately. I</p> <p>14:50:35 19 believe that an independent legal opinion on</p> <p>14:50:37 20 whether these changes are proposed are actually</p> <p>14:50:41 21 required, would provide transparency to the</p> <p>14:50:44 22 process, take the politics out of it and just like</p> <p>14:50:47 23 the Athletes deserve a full and independent review</p> <p>14:50:49 24 of what happened with the allegations in the NWSL</p> <p>14:50:52 25 our membership and all of us deserve to know from</p>
<p style="text-align: right;">18</p> <p>14:48:19 1 conclusion. I have read the new law, specifically</p> <p>14:48:22 2 Title 36, U.S. Code Section 220504, and I did not</p> <p>14:48:29 3 see a requirement in that membership section which</p> <p>14:48:31 4 is where this originates that requires the</p> <p>14:48:34 5 National Council voting strength to be changed.</p> <p>14:48:37 6 That text refers to committees</p> <p>14:48:39 7 and other entities, including any panel that</p> <p>14:48:42 8 decides grievances. So I fully support all the</p> <p>14:48:46 9 other changes made by the MDOT and the committees</p> <p>14:48:50 10 as amended, but I do not support 302 and I don't</p> <p>14:48:54 11 think it's appropriate for the Rules Committee or</p> <p>14:48:56 12 the task force or anyone, including myself, to</p> <p>14:49:01 13 conclude that the changes to the National Council</p> <p>14:49:03 14 voting strength are required without first</p> <p>14:49:07 15 obtaining an independent legal opinion on that</p> <p>14:49:10 16 very issue.</p> <p>14:49:13 17 First, for the proposed -- for</p> <p>14:49:15 18 the first time that I remember, this change</p> <p>14:49:17 19 creates an imbalance within the Federation where</p> <p>14:49:20 20 one group, a very small group of the membership,</p> <p>14:49:24 21 has 60 percent greater voting strength than the</p> <p>14:49:27 22 next closest member and in particular</p> <p>14:49:32 23 disenfranchises the youth and there are millions</p> <p>14:49:35 24 of players and the hundreds of thousands of</p> <p>14:49:38 25 amateur athletes, none of whom have any</p>	<p style="text-align: right;">20</p> <p>14:50:55 1 an independent source that we are getting this</p> <p>14:50:58 2 right on Section 302.</p> <p>14:50:59 3 So for those reasons, I'd ask</p> <p>14:51:01 4 the membership to vote in favor of the motion to</p> <p>14:51:05 5 divide the question, divide 302 out, vote on the</p> <p>14:51:09 6 other bylaws as a whole with the exception of 302</p> <p>14:51:13 7 and then take up 302 after that decision. Thank</p> <p>14:51:17 8 you very much.</p> <p>14:51:18 9 MR. FIKE: Yes. So it's a direct</p> <p>14:51:20 10 request to divide out Bylaw 302 from the -- from</p> <p>14:51:25 11 the general vote. So essentially Bylaw 302 is</p> <p>14:51:30 12 going to be divided from the full package. I'm</p> <p>14:51:33 13 happy to repeat it again if anybody needs me to</p> <p>14:51:35 14 list everything, but just Bylaw 302 will be</p> <p>14:51:38 15 divided out from the other items.</p> <p>14:51:41 16 Is there any objection to</p> <p>14:51:44 17 general consent on the other bylaws which I will</p> <p>14:51:47 18 repeat?</p> <p>14:51:49 19 PRESIDENT CONE: Do you have to vote</p> <p>14:51:50 20 to divide it out?</p> <p>14:51:52 21 MR. FIKE: No. So according to the</p> <p>14:51:53 22 parliamentarian, who I just consulted with, it can</p> <p>14:51:56 23 be done by demand. It's not a motion. So any</p> <p>14:51:58 24 delegate has the right to demand --</p> <p>14:52:03 25 THE PARLIAMENTARIAN: Because it's a</p>

<p style="text-align: right;">21</p> <p>14:52:04 1 separate bylaw.</p> <p>14:52:04 2 MR. FIKE: -- the division because</p> <p>14:52:05 3 it's a separate bylaw from the other bylaws. So</p> <p>14:52:13 4 Bylaw 302 would be divided out from the whole</p> <p>14:52:16 5 package. The rest of the package is available to</p> <p>14:52:18 6 be voted on by general consent unless there's an</p> <p>14:52:23 7 objection and I would recognize -- there is an</p> <p>14:52:28 8 objection to Bylaw 109, the change of amateur</p> <p>14:52:31 9 athlete to include professional players. This is</p> <p>14:52:34 10 a contradiction.</p> <p>14:52:36 11 So Andy Marion from South</p> <p>14:52:39 12 Carolina Soccer Association has objected to that</p> <p>14:52:41 13 as a con. So, therefore, really the question is</p> <p>14:52:43 14 now the package without Bylaw 302 and a proposal</p> <p>14:52:50 15 related to that. That is the question.</p> <p>14:52:52 16 So the bylaws on the floor are</p> <p>14:52:54 17 as modified Bylaw 109, 213-1, 214, 321, 323, 401,</p> <p>14:53:07 18 412, 413 and 431 as found in the Book of Reports</p> <p>14:53:13 19 and modified by this council.</p> <p>14:53:14 20 So that's the question. Is</p> <p>14:53:16 21 there any other debate on those amendments? I'll</p> <p>14:53:26 22 give online a few seconds here. Please remember</p> <p>14:53:29 23 that Bylaw 302 will not be part of this vote.</p> <p>14:53:56 24 Okay. There's no further debate. So, therefore,</p> <p>14:53:59 25 we move the question. A reminder this vote will</p>	<p style="text-align: right;">23</p> <p>15:00:07 1 ended -- voting has ended. Please await the</p> <p>15:00:10 2 results. The results are in.</p> <p>15:03:37 3 The vote is 97 percent of the</p> <p>15:03:40 4 weighted vote in favor and 3 percent opposed.</p> <p>15:03:44 5 Therefore, there are two-thirds in the affirmative</p> <p>15:03:46 6 and the motion is adopted. Bylaws 109, 213-1,</p> <p>15:03:52 7 214, 321, 322, 323, 401, 412, 413 and 431 are</p> <p>15:04:01 8 amended as proposed and modified. The Secretary</p> <p>15:04:03 9 General is authorized to make any conforming</p> <p>15:04:05 10 changes to the bylaws as necessary to implement</p> <p>15:04:08 11 these amendments.</p> <p>15:04:09 12 So we will now take up the next</p> <p>15:04:11 13 item on the agenda, the divided question of Bylaw</p> <p>15:04:15 14 302. Is there any discussion? Please allow some</p> <p>15:04:31 15 time for online. As an initial matter while we</p> <p>15:04:42 16 wait for online discussion, I do want to make the</p> <p>15:04:45 17 National Council aware the Governance Task Force</p> <p>15:04:48 18 was advised by outside legal counsel that we did</p> <p>15:04:49 19 have to provide one-third Athlete votes at the</p> <p>15:04:53 20 National Council as well as by the USOPC. I need</p> <p>15:04:59 21 to know -- can I get the QA up on the screen,</p> <p>15:05:04 22 please?</p> <p>15:05:04 23 In the meantime, we'll recognize</p> <p>15:05:08 24 the delegate at the microphone.</p> <p>15:05:12 25 MR. BALLISH: Chaz Ballish Regueiro,</p>
<p style="text-align: right;">22</p> <p>14:54:03 1 be by signed ballot. So you will be recorded as</p> <p>14:54:05 2 to how you vote. It requires a two-thirds motion</p> <p>14:54:08 3 to pass and this vote is to -- sorry -- two-thirds</p> <p>14:54:12 4 vote to pass. I apologize for misspeaking.</p> <p>14:54:15 5 So this motion is to approve the</p> <p>14:54:18 6 amendments to Bylaws 109, 213-1, 214, 321, 323,</p> <p>14:54:27 7 401, 412, 413 and 431 as found in the Book of</p> <p>14:54:34 8 Reports and as modified by this council today.</p> <p>14:54:40 9 Voting will open now.</p> <p>14:54:44 10 MR. MOTTA: You missed 322 on that.</p> <p>14:54:49 11 PRESIDENT CONE: You just didn't say</p> <p>14:54:51 12 322.</p> <p>14:54:52 13 MR. FIKE: 322 as well. Voting is</p> <p>14:54:55 14 open, right?</p> <p>14:54:58 15 PRESIDENT CONE: It's not open yet.</p> <p>14:55:10 16 MR. FIKE: Voting is open and it</p> <p>14:55:12 17 will close at 2:58 p.m. Central Time.</p> <p>14:55:18 18 PRESIDENT CONE: It's not open yet.</p> <p>14:55:20 19 MR. FIKE: It should be open now.</p> <p>14:55:21 20 It will close at 2:58 p.m. Central Time.</p> <p>14:55:27 21 MR. GARBER: It's not open yet.</p> <p>14:55:38 22 PRESIDENT CONE: It's open.</p> <p>14:55:39 23 MR. FIKE: Voting is open and it</p> <p>14:55:40 24 will close at 2:59 p.m. Central Time.</p> <p>15:00:05 25 The results are in. Voting has</p>	<p style="text-align: right;">24</p> <p>15:05:12 1 U.S. Adult Soccer Association. I speak in favor</p> <p>15:05:18 2 of these bylaw changes. The Governance Task Force</p> <p>15:05:22 3 we had many of the same concerns that Mr. Sadowski</p> <p>15:05:26 4 so eloquently presented, but ultimately after</p> <p>15:05:29 5 hearing from counsel we did have counsel --</p> <p>15:05:35 6 outside counsel -- I forget his name. He's from</p> <p>15:05:38 7 Colorado Springs.</p> <p>15:05:39 8 MR. FIKE: Yeah, from Bryan Cave.</p> <p>15:05:40 9 Law firm of Bryan Cave Steve Smith.</p> <p>15:05:43 10 MR. BALLISH: Steve Smith presented</p> <p>15:05:44 11 to the Governance Task Force and as a result some</p> <p>15:05:48 12 of the things that the National Council does the</p> <p>15:05:51 13 one that sticks in my mind the most is overseeing</p> <p>15:05:53 14 the budget or approving the budget, makes the</p> <p>15:05:58 15 National Council and other governing body as</p> <p>15:06:01 16 defined by the Empowering Athletes Act, formerly</p> <p>15:06:05 17 the Ted Stevens.</p> <p>15:06:07 18 So the Governance Committee did</p> <p>15:06:09 19 express many of the same concerns, ultimately came</p> <p>15:06:12 20 to the conclusion that it does fall under the Act</p> <p>15:06:16 21 and, therefore, I would speak in favor of and vote</p> <p>15:06:19 22 yes.</p> <p>15:06:20 23 MR. FIKE: Thank you. Chris Ahrens</p> <p>15:06:23 24 from the Board of Directors recognized online.</p> <p>15:06:26 25 MR. AHRENS: Thanks, Greg. Good</p>

<p style="text-align: center;">25</p> <p>15:06:29 1 morning to everyone or afternoon depending what</p> <p>15:06:32 2 part of the country you're in. I guess all parts</p> <p>15:06:33 3 of the country now. Excuse me.</p> <p>15:06:34 4 Greg, could you possibly</p> <p>15:06:36 5 outline -- a no vote on this would put the</p> <p>15:06:42 6 Federation out of compliance is our legal</p> <p>15:06:45 7 understanding as we sit here today, correct?</p> <p>15:06:47 8 MR. FIKE: Yes, that's what we've</p> <p>15:06:49 9 been advised by outside counsel.</p> <p>15:06:56 10 MR. AHRENS: Thanks.</p> <p>15:06:57 11 MR. FIKE: You're welcome. The</p> <p>15:07:01 12 Chair -- as alternating, the Chair recognizes the</p> <p>15:07:02 13 delegate at the microphone.</p> <p>15:07:04 14 MR. GUTHRIE: Dave Guthrie -</p> <p>15:07:05 15 Indiana. I'm very sensitive to Jim's comments.</p> <p>15:07:08 16 This was a very -- this was a point of contention</p> <p>15:07:12 17 during the discussion with the bylaw -- the group</p> <p>15:07:18 18 that wrestled with the bylaws. I've had several</p> <p>15:07:21 19 conversations not only with others, but with the</p> <p>15:07:23 20 senators who co-sponsored this agreement, Senator</p> <p>15:07:27 21 Moran's office and also Senator Blumenthal's</p> <p>15:07:32 22 office. After several conversations with them,</p> <p>15:07:34 23 I'm very convinced that we need to vote in favor</p> <p>15:07:39 24 of the bylaws put forward. Not to discount Jim's</p> <p>15:07:42 25 concerns, but I would urge this body to vote in</p>	<p style="text-align: center;">27</p> <p>15:09:19 1 So for those reasons, the MDCVSA</p> <p>15:09:26 2 and, again, I'm speaking on behalf of the 10,000</p> <p>15:09:28 3 to 15,000 amateur athletes, myself included, in</p> <p>15:09:32 4 Virginia and D.C. moves to refer bylaw or proposed</p> <p>15:09:36 5 Bylaw 302 back to the Rules Committee to obtain an</p> <p>15:09:42 6 independent, non-conflicted opinion on whether</p> <p>15:09:48 7 this change is actually required by the changes to</p> <p>15:09:52 8 the Amateur Sports Act and in particular Title 36,</p> <p>15:09:58 9 U.S. Code Section 220504, which does not mention</p> <p>15:10:02 10 the National Council, it mentions the Board of</p> <p>15:10:06 11 Directors, committees and other entities including</p> <p>15:10:09 12 any panel that decides grievances.</p> <p>15:10:12 13 So we would ask the group to</p> <p>15:10:15 14 support the MDCVSA's motion to refer Bylaw 302</p> <p>15:10:20 15 back to the Rules Committee to obtain that legal</p> <p>15:10:22 16 opinion so that we all are comfortable that this</p> <p>15:10:26 17 decision is being made for the right reason</p> <p>15:10:29 18 independently of politics and transparent. Thank</p> <p>15:10:33 19 you very much.</p> <p>15:10:35 20 MR. FIKE: Thank you. So there's a</p> <p>15:10:37 21 motion to refer this Bylaw 302 back to the Rules</p> <p>15:10:43 22 Committee. Is there a second? Just waiting for</p> <p>15:10:46 23 online.</p> <p>15:11:08 24 There is a second by Stephen</p> <p>15:11:12 25 Flamhaft - Life Member. So the motion -- the</p>
<p style="text-align: center;">26</p> <p>15:07:45 1 favor of the bylaw.</p> <p>15:07:49 2 MR. FIKE: Thank you. I recognize</p> <p>15:07:53 3 James Sadowski from Metropolitan D.C. Virginia</p> <p>15:07:57 4 Soccer Association online.</p> <p>15:07:57 5 MR. SADOWSKI: Can --</p> <p>15:08:10 6 MR. FIKE: Hello, Jim. We can hear</p> <p>15:08:11 7 you. Thank you.</p> <p>15:08:17 8 MR. SADOWSKI: I totally appreciate</p> <p>15:08:18 9 the perspective of Chris from the Athletes</p> <p>15:08:23 10 Council. I totally appreciate the perspective of</p> <p>15:08:26 11 Dave Guthrie and the Governance Committee, but I</p> <p>15:08:29 12 disagree that this will take us out of compliance.</p> <p>15:08:32 13 I disagree that we have obtained an independent</p> <p>15:08:37 14 legal opinion that we hired somebody -- the USSF</p> <p>15:08:42 15 hired somebody that specifically looked at this</p> <p>15:08:46 16 issue as to whether this change is required. I've</p> <p>15:08:49 17 seen no legal opinion. I've heard a variety of</p> <p>15:08:52 18 opinions from others. I've heard opinions from</p> <p>15:08:54 19 the Olympic committee.</p> <p>15:08:56 20 To me, this change is too</p> <p>15:08:59 21 significant to rely upon what somebody said at a</p> <p>15:09:02 22 meeting. And I don't see any downside to asking</p> <p>15:09:09 23 an independent, non-conflicted who has no</p> <p>15:09:13 24 relationship with the Federation previously law</p> <p>15:09:16 25 firm to provide us that opinion.</p>	<p style="text-align: center;">28</p> <p>15:11:14 1 question before the panel is the motion to refer</p> <p>15:11:16 2 Bylaw 302 back to the Rules Committee for further</p> <p>15:11:19 3 consideration. This is debatable.</p> <p>15:11:23 4 Is there any debate, any further</p> <p>15:11:27 5 discussion? The Chair recognizes the delegate at</p> <p>15:11:34 6 the microphone.</p> <p>15:11:35 7 MR. GUTHRIE: Again, Dave Guthrie.</p> <p>15:11:36 8 Having -- having had the privilege of talking to</p> <p>15:11:39 9 both senators' offices and in particular the</p> <p>15:11:41 10 gentleman who actually drafted the motion, looking</p> <p>15:11:45 11 at this exhaustively we need to deny the motion</p> <p>15:11:49 12 that is on the floor, that allows us then to vote</p> <p>15:11:53 13 up on the bylaw that is being proposed.</p> <p>15:11:57 14 MR. FIKE: Thank you. The Chair</p> <p>15:11:59 15 recognizes Chris Ahrens from the Board of</p> <p>15:12:01 16 Directors virtually.</p> <p>15:12:03 17 MR. AHRENS: Again, thanks, Greg. I</p> <p>15:12:09 18 want to thank Chaz and Dave for both speaking in</p> <p>15:12:12 19 support of this. I think at the beginning of this</p> <p>15:12:14 20 process while I'm speaking for them I think it's</p> <p>15:12:18 21 safe for me to say they had similar concerns that</p> <p>15:12:22 22 Mr. Sadowski lays out.</p> <p>15:12:24 23 Going through this process it's</p> <p>15:12:26 24 been, I think, a difficult process we all agree</p> <p>15:12:29 25 and I understand Jim's concerns, but I think</p>

<p style="text-align: center;">29</p> <p>15:12:35 1 some -- and this won't assuage his concerns I</p> <p>15:12:38 2 don't think, but, you know, I think what you just</p> <p>15:12:40 3 heard from Dave and Chaz points to the fact that</p> <p>15:12:42 4 some real bridges have been built. So, you know,</p> <p>15:12:44 5 as athletes we're committed to working with the</p> <p>15:12:47 6 membership going forward and I would support</p> <p>15:12:50 7 Dave's request there that we vote down this</p> <p>15:12:55 8 proposal to push it to the Rules Committee and we</p> <p>15:12:58 9 support this going forward. Thank you.</p> <p>15:13:03 10 MR. FIKE: Is there any further</p> <p>15:13:04 11 discussion? Hearing no further discussion, the</p> <p>15:13:54 12 motion -- the question is on the motion to refer</p> <p>15:13:56 13 Bylaw 302 back to the Rules Committee. A yes vote</p> <p>15:13:59 14 would refer it back. A no vote will allow it to</p> <p>15:14:02 15 continue to move forward. I will let you know --</p> <p>15:14:05 16 a simple -- it's a simple majority vote. Voting</p> <p>15:14:22 17 is open.</p> <p>15:14:26 18 PRESIDENT CONE: Now, it's open.</p> <p>15:14:27 19 MR. GARBER: Can you repeat that</p> <p>15:14:29 20 again?</p> <p>15:14:29 21 MR. FIKE: Yes, the motion is to</p> <p>15:14:30 22 refer Bylaw 302 back to the Rules Committee for</p> <p>15:14:33 23 further discussion. If you vote in favor of the</p> <p>15:14:35 24 motion, it will be referred back to the Rules</p> <p>15:14:36 25 Committee. If you vote no, there will -- it will</p>	<p style="text-align: center;">31</p> <p>15:19:40 1 online about who the attorney was. So Steve Smith</p> <p>15:19:44 2 from Bryan Cave provided that legal information to</p> <p>15:19:47 3 the Governance Task Force.</p> <p>15:19:55 4 We also had another question.</p> <p>15:19:56 5 Bylaw 302 is not subject to the sunset provision.</p> <p>15:20:00 6 The sunset provision as provided was only related</p> <p>15:20:01 7 to the Board of Directors bylaw amendment.</p> <p>15:20:14 8 The Chair would like -- as we're</p> <p>15:20:16 9 working with Andy Marion, the Chair would like to</p> <p>15:20:18 10 recognize Dave Laraba from West Virginia Soccer</p> <p>15:20:23 11 Association to speak virtually. Just for</p> <p>15:20:39 12 everybody's online information, if you want to</p> <p>15:20:42 13 speak, please make sure that you dialed into the</p> <p>15:20:44 14 Zoom call on your phone. We have a question from</p> <p>15:21:54 15 Samuel Cohen, North Carolina Adult Soccer</p> <p>15:21:56 16 Association. Is the opinion from Mr. Smith in</p> <p>15:21:58 17 writing and able to be shared?</p> <p>15:22:00 18 I'm happy to create a written</p> <p>15:22:01 19 opinion, but it was -- the verbal advice was given</p> <p>15:22:04 20 at the Governance Task Force meeting. I'd like to</p> <p>15:22:25 21 recognize the delegate at the microphone John</p> <p>15:22:28 22 Motta.</p> <p>15:22:28 23 MR. MOTTA: John Motta, Chairman of</p> <p>15:22:30 24 the Adult Council, and I would recommend to the</p> <p>15:22:34 25 delegates that they approve this amendment.</p>
<p style="text-align: center;">30</p> <p>15:14:38 1 then move to a motion to report at the AGM. If --</p> <p>15:14:43 2 if you vote no, it will -- it will be moved</p> <p>15:14:46 3 forward with the current -- the bylaw amendment.</p> <p>15:14:49 4 Voting is now open.</p> <p>15:14:50 5 MR. GARBER: As per the Governance</p> <p>15:14:52 6 Committee?</p> <p>15:14:52 7 MR. FIKE: As per the Governance</p> <p>15:14:54 8 Task Force, that's correct.</p> <p>15:14:55 9 Voting will close at 3:17 p.m.</p> <p>15:14:58 10 Central Time. Voting is now open. Please vote.</p> <p>15:17:03 11 Voting is closed. Please await the results.</p> <p>15:18:37 12 The results are in. The vote is</p> <p>15:18:40 13 11 percent of the weighted vote in favor and 89</p> <p>15:18:43 14 percent of the weighted vote opposed. The motion</p> <p>15:18:45 15 to refer it back to -- refer Bylaw 302 back to the</p> <p>15:18:49 16 Rules Committee fails. Debate will resume on the</p> <p>15:18:52 17 main motion of whether to approve Bylaw 302, the</p> <p>15:18:56 18 amendments to Bylaw 302.</p> <p>15:18:59 19 Recognizing Andy Marion, South</p> <p>15:19:04 20 Carolina Soccer Association to speak on the main</p> <p>15:19:07 21 motion.</p> <p>15:19:31 22 He's not speaking yet. We did</p> <p>15:19:32 23 receive a question I want to clarify. I said</p> <p>15:19:35 24 Steve Smith from the law firm of Bryan Cave</p> <p>15:19:38 25 provided the legal opinion. We had a question</p>	<p style="text-align: center;">32</p> <p>15:22:38 1 That's it.</p> <p>15:22:39 2 PRESIDENT CONE: Thank you.</p> <p>15:23:24 3 MR. FIKE: The Chair recognizes Jim</p> <p>15:23:27 4 Sadowski from Metropolitan D.C. Virginia Soccer</p> <p>15:23:32 5 Association virtually.</p> <p>15:23:33 6 MR. SADOWSKI: Thanks. Thanks,</p> <p>15:23:35 7 Greg. I just wanted to make it, you know,</p> <p>15:23:37 8 abundantly clear that I do not oppose making sure</p> <p>15:23:42 9 that we're in compliance with the USOPC</p> <p>15:23:47 10 regulation. I don't oppose changing the voting</p> <p>15:23:51 11 structure. I just don't think that we've gone</p> <p>15:23:54 12 about it in the right way.</p> <p>15:23:56 13 I don't see the harm in</p> <p>15:23:59 14 obtaining a transparent, conflict-free opinion and</p> <p>15:24:04 15 we've now heard that the opinion that we got was</p> <p>15:24:07 16 off the cuff from somebody verbally who I don't</p> <p>15:24:10 17 think was hired by us and those are my objections.</p> <p>15:24:15 18 It's not that I don't agree</p> <p>15:24:16 19 conceptually with it. It's that I agree that we</p> <p>15:24:19 20 need to make this as transparent and conflict-free</p> <p>15:24:22 21 as possible and I believe that obtaining a legal</p> <p>15:24:24 22 opinion is the best way to go about that. I</p> <p>15:24:28 23 understand that's been voted down, but I just</p> <p>15:24:30 24 wanted to make that clear. Thank you, sir.</p> <p>15:24:35 25 MR. FIKE: You're welcome. Is there</p>

<p style="text-align: right;">33</p> <p>15:24:36 1 any other debate? We're having some technical</p> <p>15:24:39 2 difficulties. The Chair recognizes Dave Laraba</p> <p>15:24:45 3 from West Virginia Soccer Association virtually.</p> <p>15:25:06 4 We will get these kinks worked for any sort of</p> <p>15:25:09 5 hybrid meetings that may occur in Atlanta. So, my</p> <p>15:25:15 6 apologies.</p> <p>15:28:07 7 All right. Thank you. We're</p> <p>15:28:08 8 going to move on to the vote. My apologies to</p> <p>15:28:11 9 anyone who wasn't able to -- to quite be able to</p> <p>15:28:14 10 speak. So the vote is on approval of adoption of</p> <p>15:28:18 11 a proposed amendment to Bylaw 302 as found in the</p> <p>15:28:22 12 Book of Reports and as potentially modified.</p> <p>15:28:25 13 This motion requires a</p> <p>15:28:26 14 two-thirds vote for adoption. The vote will be</p> <p>15:28:28 15 taken electronically. Are you ready for the</p> <p>15:28:38 16 question? By the way, this will be by signed</p> <p>15:28:40 17 ballot as well. I apologize. We're going to let</p> <p>15:28:52 18 Dave Laraba speak. We've been enabled to allow</p> <p>15:28:59 19 Dave Laraba to speak. Sorry. Dave, are you</p> <p>15:29:07 20 there?</p> <p>15:29:27 21 MR. LARABA: Are you there?</p> <p>15:29:28 22 MR. FIKE: Yes, Dave. We can hear</p> <p>15:29:28 23 you.</p> <p>15:29:31 24 MR. LARABA: It's a new point</p> <p>15:29:32 25 because I've been trying for the last ten minutes</p>	<p style="text-align: right;">35</p> <p>15:36:07 1 The vote is 92 percent of the</p> <p>15:36:10 2 weighted vote in favor and 8 percent opposed.</p> <p>15:36:12 3 Therefore, there are two-thirds in the affirmative</p> <p>15:36:15 4 and the motion is adopted. Bylaw 302 is amended</p> <p>15:36:18 5 as proposed and modified and the Secretary General</p> <p>15:36:21 6 is authorized to make any conforming changes to</p> <p>15:36:23 7 the bylaws as necessary to implement the</p> <p>15:36:27 8 amendments. Thank you.</p> <p>15:36:29 9 There is -- the next item of</p> <p>15:36:31 10 business is one more bylaw amendment and I'm going</p> <p>15:36:34 11 to try to state this. My understanding is that</p> <p>15:36:37 12 all other bylaw amendments proposed by U.S. Youth</p> <p>15:36:40 13 Soccer Association, USAA, U.S. Club Soccer, AYSO</p> <p>15:36:47 14 are withdrawn except for the bylaw amendment to</p> <p>15:36:51 15 Bylaw 213 -- Section 213.</p> <p>15:36:54 16 Again, this will have an</p> <p>15:36:55 17 effective date of December 1, 2021. That is found</p> <p>15:36:58 18 in your Book of Reports as well. That -- is that</p> <p>15:37:04 19 correct? Is there any -- Mr. Guthrie, I think you</p> <p>15:37:06 20 were going to speak on behalf of that group.</p> <p>15:37:08 21 MR. GUTHRIE: Yes, sir. It's --</p> <p>15:37:10 22 it's Section -- it's Bylaw 213, Section 13. It's</p> <p>15:37:16 23 very similar to Section 12 which we already</p> <p>15:37:19 24 passed. What we talked about earlier was whether</p> <p>15:37:22 25 we tried to amend the package that we just did</p>
<p style="text-align: right;">34</p> <p>15:29:35 1 to call the question.</p> <p>15:29:39 2 MR. FIKE: Are you serious, Dave, or</p> <p>15:29:41 3 are you just providing levity?</p> <p>15:29:43 4 MR. LARABA: No, that's what I was</p> <p>15:29:45 5 trying -- I was trying to call the question.</p> <p>15:29:46 6 MR. FIKE: Well, the question is</p> <p>15:29:47 7 being called right now. So thank you so much,</p> <p>15:29:50 8 Dave.</p> <p>15:29:50 9 MR. LARABA: I mean, I know that.</p> <p>15:29:52 10 I've been trying.</p> <p>15:29:53 11 MR. FIKE: Thank you, Dave. The</p> <p>15:29:55 12 question is on adoption of the proposed amendment</p> <p>15:29:56 13 to Bylaw 302 as found in your Book of Reports and</p> <p>15:29:59 14 as modified. The motion requires a two-thirds</p> <p>15:30:02 15 vote for adoption. The vote will be taken</p> <p>15:30:04 16 electronically. Again, it will be by signed</p> <p>15:30:07 17 ballot since it's a vote on the amendment.</p> <p>15:30:09 18 Are you ready for the question?</p> <p>15:30:12 19 Please proceed with the vote. I will let you know</p> <p>15:30:14 20 when it's open.</p> <p>15:30:27 21 PRESIDENT CONE: It's open.</p> <p>15:30:27 22 MR. FIKE: The vote is open and it</p> <p>15:30:29 23 will close at 3:34 p.m. Central Time. Voting has</p> <p>15:34:03 24 ended. Please await the results. The results are</p> <p>15:36:06 25 in.</p>	<p style="text-align: right;">36</p> <p>15:37:25 1 pass or whether it would be cleaner to just allow</p> <p>15:37:28 2 this one to stand on its own.</p> <p>15:37:30 3 So I would speak in favor of the</p> <p>15:37:32 4 motion. I would like to do that in short order.</p> <p>15:37:35 5 My Boilermakers start the second half in a few</p> <p>15:37:38 6 minutes. So I'd love to be able to get back and</p> <p>15:37:39 7 see some of that, but it's very similar to Section</p> <p>15:37:42 8 213, Section 12 that we just did approve. This is</p> <p>15:37:46 9 just cleaning up a piece that I feel that just got</p> <p>15:37:50 10 left out.</p> <p>15:37:50 11 MR. FIKE: Thank you. So we're</p> <p>15:37:51 12 going to try to do this by general consent. There</p> <p>15:37:53 13 is a modification that was suggested by the Rules</p> <p>15:37:56 14 Committee, which has been accepted by the authors,</p> <p>15:37:59 15 which is instead of the language in the book it's</p> <p>15:38:01 16 really Section 213 I'm going to read it aloud</p> <p>15:38:04 17 because that's simplest.</p> <p>15:38:05 18 "The membership of the new state</p> <p>15:38:07 19 association will be ratified by a 60 percent vote</p> <p>15:38:11 20 of the National Council at its next meeting."</p> <p>15:38:13 21 So that is the modified version</p> <p>15:38:16 22 and that modification has been accepted by the</p> <p>15:38:19 23 proposers. So hearing no objection, we're going</p> <p>15:38:22 24 to move forward with that modified version. So</p> <p>15:38:25 25 I'm going to try to do this one more time by</p>

15:38:27 **1** general consent for this as well.

15:38:30 **2** So the question before the --

15:38:33 **3** before the group is -- before the National Council

15:38:37 **4** is whether to approve the amendment of Bylaw 213,

15:38:41 **5** Section 213 -- sorry -- Bylaw 213, Section 13 as

15:38:45 **6** modified.

15:38:49 **7** So I'm going to say is there any

15:38:53 **8** objection to that -- to that bylaw amendment? I

15:38:58 **9** have to give a minute for online to catch up. I

15:39:59 **10** haven't heard anything from online. So hearing no

15:40:02 **11** objections, the amendment to Bylaw 213, Section 13

15:40:07 **12** as modified is approved by the general consent of

15:40:09 **13** the National Council. Thank you. Thank you,

15:40:13 **14** Cindy.

15:40:17 **15** PRESIDENT CONE: All right. Thank

15:40:23 **16** you, everyone. Sunil, I don't think we beat any

15:40:24 **17** of your records for National Council Meetings, but

15:40:26 **18** we did it in pretty fast fashion.

15:40:28 **19** A couple of things -- I want to

15:40:30 **20** give a shout out. We had the SBJ Game Changer

15:40:34 **21** Awards. We have a recipient in our presence here

15:40:38 **22** today Adrienne Barber from MLS was a recipient

15:40:42 **23** from the award as well as U.S. Soccers very own VP

15:40:51 **24** of Events Amy Hopfinger was an award recipient.

15:40:59 **25** The next time we will see you is

15:41:01 **1** at the AGM on March 3-5 in Atlanta. So hopefully

15:41:08 **2** we can all be in person there, but obviously we

15:41:10 **3** can shift to hybrid version if we need to. With

15:41:13 **4** that, the meeting is adjourned. Thanks.

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I, Steven Brickey, Certified Shorthand
Reporter, Registered Merit Reporter, Certified
Realtime Reporter, do hereby certify that I
reported in shorthand the proceedings had at the
trial aforesaid, and that the foregoing is a true,
complete and correct transcript of the proceedings
of said meeting as appears from my stenographic
notes so taken and transcribed under my personal
direction.

Witness my official signature on this 8th
day of November, A.D., 2021.

SA2B8
STEVEN BRICKEY, CSR, RMR, CRR
CSR No. 084-004673



ANNUAL GENERAL MEETING

2022 | ATLANTA

Executive Reports

Report from the President



A year ago, we looked forward to 2021 with great anticipation for the opportunity to get back on the field, invite our fans back to cheer our teams on and reengage on our long-term goals for growing soccer in the United States. A year later, that potential turned into reality, with our National Teams excelling at the highest levels across all competitions, fans turning out en masse to sold out stadiums and a reinvigorated approach to take on our biggest challenges and continue to drive forward in becoming the preeminent sport in the United States. These are not goals we accomplished alone and to continue to grow the game we need everyone's contributions, big and small. Our country is massive and the roots of soccer in the United States extend far and wide. We need our entire membership to work together

for the benefit of the game and everyone has a valuable part to play. Clearly, we can do more together, and together we will bring soccer to heights we could only imagine in the past.

YOUTH BOLSTERS USMNT

Few sports teams rose above the pandemic-impacted year to excel more than the U.S. Men's National Team, bolstered by the infusion of young talent. By three of the most important indicators of success - overall results, trophies and the continued growth of the player pool - it was a banner year for the USMNT. When FIFA published its final World Rankings for 2021, the USMNT finished at No. 11, which marked the USA's highest year-end ranking since 2005 and made the USA the highest ranked team in Concacaf ahead of Mexico (14) and Canada (40).

The USMNT won two major trophies, beating archrival Mexico in the championship game of both the Concacaf Nations League and the Concacaf Gold Cup while playing - remarkably - with almost entirely different rosters. The USMNT won both Finals in dramatic fashion, victories that surely injected some new energy into the program.

Most importantly, the USMNT finished the year in a prime position to qualify for the 2022 FIFA World Cup in Qatar when the Concacaf Octagonal tournament resumes early in the new year. The USA currently has 21 points from 11 overall matches and sits in second place. The top three nations will earn automatic berths to Qatar.

USWNT STAYS ON TOP

For the sixth consecutive year, the USWNT finished the calendar year ranked No. 1 in the world. The standards of success for the program remain extremely high. The USWNT won one trophy, at the 2021 SheBelieves Cup, and the Olympic Bronze Medal, giving the USA medals at six out of the seven Olympic women's soccer tournaments that have been contested.

The USWNT holds the record for the longest consecutive period leading the FIFA Women's World Rankings of nearly seven years, from March 2008 to December 2014, and now has led the rankings for a total of 13 years. The current six-year streak at No. 1 is the second-longest such streak in the history of the FIFA rankings.

One of the more memorable events of the year came when U.S. legend Carli Lloyd retired in style. Her last tournament match saw her score twice in the Olympic Bronze Medal game victory and then she stepped away with a rousing event in Minnesota that included tremendous content and a very well-produced Farewell Match.

The end of the year featured the next generation of the team, as Vlatko Andonovski took a young team to Australia for a two-game set against the 2023 FIFA Women's World Cup co-hosts. The USWNT picked up a 3-0 win in Sydney and a 1-1 draw in Newcastle, both in front of record crowds in those cities.

The new year will be an important one for the USWNT, which started with the 7th annual SheBelieves Cup, as it preps for the Concacaf W Tournament next summer, which will not only qualify three teams directly to the 2023 World Cup but will also send the tournament winner directly to the 2024 Summer Olympics.



Report from the President

FACING CHALLENGES HEAD ON

Although progress was made on several fronts in 2021, the year was also marked by profound challenges, including the allegations of unconscionable abusive behavior and sexual misconduct in the National Women's Soccer League. U.S. Soccer hired former U.S. Attorney and Deputy Attorney General of the United States Sally Yates to lead an independent investigation into this matter. As she and her team do this important work, we remain committed to giving them the access and resources they need to follow the truth wherever it may lead.

2021 also saw U.S. Soccer continue to engage with the USWNT and USMNT Players Associations to come to terms on new Collective Bargaining Agreements, as well as resolve the long-standing lawsuit so that we can all move forward together and focus on the game.

YNT RETURN TO THE FIELD

2021 marked the return of Youth National Team programming which had been shut down since the onset of the global pandemic in March of 2020. Several camps were held October and November of 2021, which like the senior NT programming, was done under the strict Return to Play protocols and with the requirement that all staff and players be fully vaccinated.

As YNT programming continues to ramp up, new head coaches have been brought in for both the men and the women. The women's teams have Concacaf World Cup Qualifying and FIFA U-17 and U-20 World Cups scheduled for 2022, in India and Costa Rica, respectively. The first three months of 2022 will feature at least two training camps or events per team for the U-20s, U-17s and U-15s for both the MYNTs and WYNTs.

ENT EXPANDING

The Extended National Teams programming for U.S. Soccer continues to improve and grow. In 2021, our Futsal and Beach Men's National Teams both qualified for their respective World Cups, and both distinguished themselves very well in the world competitions. In addition, the Women's Beach National Team played in its third-ever competition and plans are in the works to establish a Women's Para National Team, which will play its first ever competition at the Women's Para World Cup in the spring.

One of the major and most important achievements of the ENT programs in 2021 was an agreement with Degree deodorant, which became the first dedicated sponsor of the Men's and Women's Para National Teams. U.S. Soccer also established a new year end award - the Adapt & Thrive Disability Award, presented by Degree - honoring an individual making an impact in disability soccer.

The end of 2021 also marked the return of U.S. Soccer's groundbreaking Centralized Training Program in Atlanta for Men's USPNNT. Four athletes are training together full-time at Atlanta United FC, accelerating their development through a high-performance environment that will help the U.S. win at the international level. With players compensated as professionals, the Centralized Training Program marks the culmination of a new player development pathway for athletes with disabilities from the grassroots up. As we look forward to 2022, we are working to add additional teams, programming, and staff to our ENT Department.

INNOVATE TO GROW

In 2021, U.S. Soccer pivoted its Innovate to Grow funding to provide COVID-19 relief grants to members. Members who applied and met eligibility requirements for funding received grants to support coaching and referee courses, COVID-19-related procurement, and operating expenses as they worked to return players, coaches, and referees to the field safely in 2021. More than one-third of U.S. Soccer members received support through the COVID-19 relief grant program. We look forward to existing Innovate to Grow programs resuming activity and approving a new round of programs in 2022.

GOVERNANCE TASKFORCE

In response to changes in the Ted Stevens Act and USOPC bylaws, U.S. Soccer formed a Governance Taskforce in 2021 to propose changes to our governance structures. This taskforce, consisting of 33



Report from the President

representatives from across U.S. Soccer's membership groups, proposed a series of bylaw amendments that were passed by the National Council in October and bring U.S. Soccer into compliance with the updated requirements.

Thank you to the members of this taskforce, who not only participated in meetings but spent many hours in between communicating with their constituents, working diligently to propose new ideas, and fostering connections within our membership that we hope will continue to grow. In 2022, the work of this taskforce will continue as the group considers the future structure for the U.S. Soccer Board of Directors.

DEIB EFFORTS

U.S. Soccer has continued to focus on making sure diversity, equity, inclusion and belonging (DEIB) initiatives are woven into the fabric of the Federation. In 2021, we continued our efforts connected to our One Nation. social responsibility platform, launching programs such as Coach for Community (free coaching education in underserved areas), Community Youth Programs, presented by Allstate (career panels for diverse high school classes to learn more about opportunities in the sports industry), and Game Day Ambassadors (celebrating local DEIB change-makers in communities where National Team matches have been held).

During the games, we also worked with Volkswagen to debut CHAMP – a custom telepresence robot that allows young soccer fans facing hardship to virtually participate in pregame ceremonies – and partnered with KultureCity to make matches sensory inclusive. KultureCity is a leading non-profit recognized nationwide for using its resources to revolutionize and effect change in the community for those with sensory needs. U.S. Soccer has also partnered with Vote.org to drive voter registration for important state and local elections that happen every year, highlighting the initiative with in-game video board graphics and stadium announcements.

U.S. Soccer also conducted a soccer-specific study on why minorities are not choosing soccer and what can we do to remove the barriers to our game. We are expecting the results of this study and recommendations on action items by the end of Q1 2022. We must make our game available to everyone who wants to play. U.S. Soccer looks forward to working with our membership and partners in working towards this goal.

In January, we also announced Game Changers United, an outside council that is focused on helping the Federation in its DEIB efforts moving forward. The council consists of former players and DEIB experts and will provide guidance by reviewing and providing feedback on efforts being executed by staff, while also coming up with their own ideas that can be implemented over time.

FIRST OF MANY NEW DEALS

In November, U.S. Soccer and Nike announced a ground-breaking long-term agreement to extend its partnership that began in 1995. The scope of the integrated partnership makes it the largest commercial agreement in U.S. Soccer history and one of Nike's largest soccer federation investments globally.

The new agreement, which extends what has been one of the most successful and beneficial corporate partnerships in the history of soccer in the United States, aligns with U.S. Soccer's vision to make soccer the preeminent sport in the country. Together, Nike and U.S. Soccer will focus on growing the women's game and provide greater access to soccer to ensure it is the most inclusive sport in the U.S.

COACHING & REFEREE DEPARTMENT FOCUS

In 2021, the U.S. Soccer Coaching Education department focused on the Jill Ellis Scholarship Fund and the launch of the SheChampions Mentorship program, both of which will benefit, empower and advance female coaches through financial support, mentorship and community building. Through the SheChampions Mentorship Program, U.S. Soccer is facilitating a mentorship opportunity for each female Pro and A license candidate. The programs are creating a culture shift in the coaching industry by investing in and supporting more female coaches, with the goal of doubling the number of elite professional female coaches by 2024.

Report from the President



As part of its continued efforts to reduce barriers to coaching education, Grassroots coaching education courses were made available in Spanish in 2021 and will continue in 2022. The new courses seek to make U.S. Soccer Coaching Education accessible to more communities.

While U.S. Soccer has not conducted in-person referee education courses since the onset of the pandemic, we continue to be dedicated to the recruitment and development of referees and the number of Americans on the 2022 FIFA Referee lists attest to that. The USA has 10 Referees, including four women, on the FIFA list and 16, including six women, on the Assistant Referee list. Also, the USA has five Video Assistant Referees and one Futsal referee.

2026 COMING INTO FOCUS

Lastly, the focus on the 2026 World Cup took some major steps this past year as representatives from FIFA toured all the potential venues for the tournament in Canada, Mexico and the USA. The highly successful fact-finding visits were extremely productive, not only towards the goals of making the final selections of the World Cup stadiums, but also for the promotion of the tournament.

It is clear to all that the 2026 World Cup will not only be the biggest sporting event of that summer but will likely be one of the largest and most impactful sporting events in U.S. history. The amount of global media attention that will come with the tournament, the number of fans that will attend, the size of all the stadiums and the number of teams that will participate (48 - the most ever) will all combine to produce a tent pole event that will no doubt produce reverberations on soccer in the United States for years to come. The tournament will no doubt increase soccer participation and fandom and improve infrastructure and access to our game. The 2026 World Cup will inspire current fans as well as a new generation to embrace the amazing ability that international soccer has to unite people of all ages.

The tremendous enthusiasm from each the candidate hosts cities to bring the World Cup to their venues was evident during all the visits, and while the final decisions will surely be difficult due to the world class stadiums, hotels, training sites, legacy programs, and infrastructure offered by each city, there will be no bad choices.

As the calendar turns to 2022 and the venues for 2026 are solidified, the information on World Cup staffing, qualifying procedures, training sites, ticketing, the Final Draw and the overall schedule and format will begin to crystallize.

Sincerely,

A handwritten signature in black ink, appearing to read 'Cindy Parlow Cone'.

Cindy Parlow Cone
U.S. Soccer President

Report from the Vice President



The first year as Vice President of U.S. Soccer has been one which I will never forget. What a unique time to join the leadership of the Federation. Wading through the trials of the pandemic with the multiple waves of health and economic impact I believe – in the end – will be something that strengthens us as individuals and as a Federation.

LEADERSHIP THROUGH CHALLENGING TIMES

Before moving from this topic, I would be remiss if I didn't take a moment to acknowledge the leadership of our medical staff, led by U.S. Soccer Chief Medical Officer Dr. George Chaimpas. He and his staff have been unsung heroes for our National Teams, as well as the primary leader of information and strategies that have been adopted by many other sports organizations. I have had the privilege of being on the Health Advisory Committee under his leadership and have seen firsthand over the last two years how he has been on the cutting edge of prevention and protection for our players and staff. Enough can't be said and I publicly wanted to acknowledge and thank our medical staff for the ongoing health and safety of our teams and organization.

USMNT & USWNT FORGE AHEAD

It has been an unprecedented year for our National Teams. Our USMNT broke the record for most wins in a single year and came away with two trophies and a solid position to qualify for the 2022 FIFA World Cup in Qatar. I was fortunate to attend many of the USWNT games as they prepared for the Olympics in Japan. While I know they were disappointed, they made us proud to bring home the Bronze and I am always inspired by the fight and drive of the players and coaching staff. As they turn a new chapter toward qualifying for 2023 FIFA Women's World Cup, I look forward to supporting them on that journey.

ENT SUCCESSES

Our Extended National Teams made us all proud this summer when the Beach and Futsal Men's National Teams both qualified for their respective World Cup tournaments. I look forward to our Men's Para National Team coming back online to compete this year and for our Women's Para National Team to kick off as our Disabled Soccer programs continue to grow. I am so proud to be a part of a Federation that supports the sport for ALL players. The Disability Soccer Month conferences in December were a highlight and thanks to Ash Hammond and to all the leaders of the various organizations for the amazing hours of work they put into providing the opportunity for these players to experience the best game in the world.

A YEAR OF CHALLENGES WITH OPPORTUNITIES AHEAD

We faced significant challenges through the course of the year with one of the biggest changes to the governance structure of U.S. Soccer. I had the opportunity to serve on the Governance Taskforce, and while it wasn't without its bumps, it was encouraging to watch our member organizations take a holistic approach to solving the constraints placed upon us. There is still work to be done.

I have had the opportunity to serve on the Technical Committee as well as the Budget & Finance Committee this year. As we come out of the severe cuts that were made to survive the pandemic, I am proud of the staff and the way they have dealt with keeping the Federation moving forward. Many departments were significantly cut and yet attempted to perform at 100%. The strain was and is palpable, and I am glad moving into this new year we are expanding the Federation staffing and working towards getting all our programs up and running again.

As we learn to live with an ongoing pandemic, I am encouraged with the future of the Federation as we look toward preparing for 2026 and beyond. I am so grateful for the opportunity to continue to serve all of you and look forward to the AGM.

Sincerely,

Bill Taylor

Bill Taylor, M.D.
Vice President



On behalf of everyone at the U.S. Soccer Federation, welcome to the 2022 Annual General Meeting. While it's unfortunate that for the second year in a row many of us will not be able to come together in person due to COVID-19, we are still looking forward to spending time with everyone to reflect on the past year and discuss our shared vision of the future.

The contributions from all of you in the U.S. Soccer family during the past year have allowed us to continue to push forward and progress in many areas across the sport responsibly during these challenging times. While part of our approach has been focused on weathering the COVID-19 storm in the near-term, we did not let that slow us down from continuing our long-term planning as we drive towards becoming the preeminent sport in the United States. We took bold steps forward in 2021, both on and off the field, and we look forward to your continued support and dedication to the game to stay on the right path.

FINANCIAL HEALTH

While many of U.S. Soccer's key revenue streams were disrupted in 2020, we were very pleased that the financial strain was not as significant in 2021. Our senior National Teams back on the field in front of capacity crowds was a financial boost, while we also locked in key partnerships that will help us continue to work towards our 2030 Goals in Performance, Participation and Fandom. While COVID-19 isn't behind us, we're expecting to be on more solid ground financially which will help us at all levels.

SENIOR TEAMS ON THE RISE

The most taxing impact of COVID-19 in 2021 was during the Summer Olympics in Tokyo where empty stadiums and strict protocols provided another layer of difficulty beyond playing the top teams in the world. Despite a disappointing start, the tenacity, toughness and unyielding drive by our players to earn a Bronze medal once again showed the true resolve of our Women's National Team. When the dust settled, the USWNT ended up the No. 1 ranked team in the world for the sixth consecutive year.

Now the USWNT begins the next chapter, and as head coach Vlatko Andonovski brings a new generation of young players into the mix to a veteran group, he will no doubt look to ensure that the focused mindset which has driven the USWNT to the top of the mountain in women's soccer will continue.

The Men's National Team also took center stage as it kicked off World Cup Qualifying displaying one of its best years ever, and doing so with a group of young and incredibly talented players. Head Coach Gregg Berhalter guided the team to the most wins in a calendar year (17), and, perhaps more importantly for our fans, did so by defeating our archrival Mexico three times over 12 months for the first time in our history. Adding to the historic feat was the fact two of the victories provided the USMNT with trophies, winning both the Concacaf Nations League and Concacaf Gold Cup.

The third victory over Mexico also came during World Cup Qualifying as the USMNT tallied that all familiar scoreline of 2-0 during our Nov. 12 in Cincinnati. The highly anticipated match was one of the most successful events in the history of U.S. Soccer with 26,000 fans packing a sold-out TQL Stadium.

When all was said and done on the year, the USMNT finished ranked No. 11, the USA's highest-year end ranking since 2005 and highest in Concacaf ahead of Mexico (14) and Canada (40).

MATERIAL COMMERCIAL GROWTH

Business metrics mirrored what was happening on the field, which was welcome optimism after weathering the COVID-19 storm a year earlier. We announced in November that we renewed our partnership with Nike (the new agreement will formally take effect in 2023), continuing one of our strongest and longest-standing relationships. Our new agreement with Nike represents the biggest and longest commercial partnership in the history of U.S. Soccer, as well as one of the largest investments in soccer around the world. We have



Report from the Chief Executive Officer / Secretary General

worked with Nike for 25 years, and we know that together we can fuel the sport over the next decade to positively impact the long-term development of the game.

Earlier in the year, we made the decision to bring our commercial and media rights back in-house after a 20-year partnership with Soccer United Marketing, and we have been taking steps to ensure the organization has the proper infrastructure and supporting resources necessary to maximize our new opportunity. As we move forward, we see incredible opportunities and are focused on driving strategic value for our existing partners such as Volkswagen, Allstate, AT&T, BioSteel, Budweiser, Chipotle, Degree, Deloitte, GoGo Squeeze and Visa.

We're also laser focused on our media rights deals after our current long-standing partnerships with ESPN, Fox and Univision expire at the end of 2022. We are encouraged by the response in the marketplace and are fully committed to aligning with the right strategic partners that can help us grow the game at all levels of the sport. This next chapter of media rights is an important step in our maturation and an area of significant growth for the Federation.

We will continue to focus on building U.S. Soccer's first fully integrated Marketing department as we aim to deepen our connection with current and next-gen fans. In addition to impactful content leading up to high-profile matches, telling the entire U.S. Soccer story serves as an area of opportunity in our quest to meaningfully engage with passionate soccer fans 365 days a year.

DEIB FOCUS STRENGTHENS

As we talk with our partners, we also come away energized that they are closely aligned with our values and long-term vision for growth including growing the game at all levels, providing more opportunities to elevate girl's and women's soccer, advancing our diversity, equity, inclusion and belonging (DEIB) efforts, and connecting with our Hispanic fans in an authentic way. Initiatives like the SheBelieves Summit, presented by Deloitte, the return of the Centralized Training Program along with the #ADAPTandTHRIVE campaign with Degree, and partnering with Vote.org to drive voter registration are some of the ways in which we are pushing forward to make a positive impact.

We also established the One Nation. initiative, recognizing the power of soccer to unify the nation and the importance of fostering a community that is welcoming and supportive to all. The initiative has grown into one of the Federation's social responsibility platforms through which U.S. Soccer develops and delivers soccer programs, community activities, and national conversations advancing DEIB. We were also excited to announce Game Changers United, our advisory council that will help us drive our DEIB efforts even further.

FUNDRAISING EFFORTS

The Federation continues to build a culture of philanthropy, with participation from Board members and executives, to create community, opportunity, and authentic connection for U.S. Soccer donors.

In November, U.S. Soccer also launched the One Nation Fund, a first-of-its-kind philanthropic home for supporters who want to champion a stronger, more diverse and inclusive community. The new One Nation (DEIB) Fund will provide an opportunity for supporters to actively help build a more inclusive soccer community, and provide U.S. Soccer with critical resources to create and grow important DEIB activities.

With the excitement of the 2022 FIFA World Cup and 2023 FIFA Women's World Cup, U.S. Soccer's Development staff is focused on expanding its engagement with our donors.

LOOKING AHEAD TO A BRIGHT FUTURE

The next few years are an incredibly exciting time. We have two World Cups within less than a year of each other, and then have an incredible runway towards the 2026 FIFA World Cup in Canada, Mexico and the United States. Right on the heels of the World Cup is the 2028 Summer Olympic Games in Los Angeles. As the

Report from the Chief Executive Officer / Secretary General



world's undisputed leader in supporting women's soccer, we intend to close out the decade in strong fashion.

There is significant opportunity ahead of U.S. Soccer to grow the game, and by working together with all of you in the coming years we will be able to take U.S. Soccer, and the sport in general, to new heights. Our continuing evolution as an organization will ensure we position the sport and all its stakeholders on an exciting growth trajectory as we enter what can truly be the greatest decade in our sport's history.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Will Wilson'.

Will Wilson
Chief Executive Officer / Secretary General



ANNUAL GENERAL MEETING

2022 | ATLANTA

**U.S. Soccer Committee
Year End Reports**



Appeals Committee	
Committee Chairperson	Kathy Zolad
Committee Members	<div> Mark Abbott Chris Ahrens Ed Austin Yael Averbuch Steve Ballentine Chaz Ballish Regueiro Michael Blackburn Jennifer Bogan David Borts Roy Carlson Brian Ching Carol Cleek Landon Donovan Amanda Duffy Flo Egan Joe Foran Brad Guzan Kevin Hensley Stuart Holden Greg Hutton Meghan Klingenberg Ali Krieger Erin Langenwalter David Laraba Lori Lindsey </div> <div> Fritz Marth Jeff McClure Tim Miller Mark Moore Alex Morgan Joanne Neale John O'Brien Alex Para Ross Paule Nick Perera Carlos Quinones Christie Rampone Sandy Rapaglia Becky Sauerbrunn Gavin Sibayan Ellie Singer Brian Smith Jonathan Smith Lori Stoneburner Mike Stoneburner Lindsay Tarpley Snow Aly Wagner Richard Yoder Dr. Jesus Zonorza </div>
Staff Liaison	Greg Fike & Leah Holt
Committee Objective	<ul style="list-style-type: none"> • 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 Safe Soccer hearings for U.S. Soccer national referees and "red light" background check hearings • Continue to offer educational opportunities regarding the appeals process to U.S. Soccer'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



2021 Committee Report

- From January 1, 2021, through December 31, 2021, the Appeals Committee, consisting of volunteer members including the Committee Chair, Kathy Zolad, considered and decided two (2) appeals. These appeals are one (1) less than considered over the previous twelve months. One (1) appeal was dismissed for failure to file an argument by the appellant. One (1) appeal was dismissed upon the mutual agreement of the parties. One (1) appeal filed in 2021 is pending. In total, the Committee accepted five (5) appeals.
- Of the two (2) appeals, one (1) involved violation of ethical rules for referees.
- Of the two (2) appeals, one (1) involved referee assault.
- Of the two (2) appeals, both included an argument from the appellant that there was a lack of due process, including issues involving the right to a hearing, the impartiality of the panel, and the right to notice of charges.
- Of the two (2) appeals, one (1) was upheld (and the organization was reversed), and one (1) was denied. The percentage of upheld appeals is slightly higher than the last twelve months, when one (1) of three (3) appeals were upheld.
- In addition, the Committee rejected one (1) 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 45 appeals of U.S. Soccer risk management decisions. This is 63 less than last year. The Committee continued to streamline risk management appeals from referees relating to risk management disqualification for "red light" findings in background checks.

2022 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.



Budget & Finance Committee		
Committee Chairperson	Lisa Carnoy	
Committee Members	Members as of 12/1/2021: Nicole Barnhart John Collins Richard Moeller Oguchi Onyewu Bill Taylor	Also Served in 2021: Tim Turney Juan Uro
Staff Liaison	Pinky Raina	
Committee Objective	The purpose of the Budget & 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.	
2021 Committee Report	<p>The Budget & Finance Committee held the following meetings related to the FY'21 actuals, FY'22 projections, FY'23 budget, and FY'23 strategic planning process:</p> <ul style="list-style-type: none">• February 16, 2021 Video Conference• May 10, 2021 Video Conference• August 26, 2021 In Person• November 19, 2021 Video Conference• December 16, 2021 Video Conference <p>The purpose of these meetings and discussions was to ensure that the committee had the opportunity to review:</p> <ul style="list-style-type: none">• actual year to date results for FY'21 and FY'22,• full year projections for FY'22 and• discuss the underlying strategic priorities of the Federation and assumptions of the FY'23 budget. <p>The FY'23 Budget was presented to and approved by the Board on January 5, 2022. The summary is included in the Book of Reports.</p> <p>As the Committee Chair, I would like to take this opportunity to thank all the Committee members, Pinky, and the Finance staff for another year of outstanding performance and dedication.</p>	
2022 Outlook	<p>In 2022 the Budget & Finance Committee will be focusing on:</p> <ul style="list-style-type: none">• build-out of a five-year outlook and• on-going development of the strategic planning process including development of KPIs in support of our 2030 Goals.	



Commercial Development Committee																						
Committee Chairperson	Patti Hart																					
Committee Members	Members as of 12/1/2021: Chris Ahrens Cindy Cone Mike Cullina Danielle Slaton Juan Uro	Also Served in 2021: Carlos Cordeiro Richard Moeller																				
Staff Liaison	David Wright																					
Committee Objective	<ul style="list-style-type: none">• Review the commercial strategy of the organization to ensure alignment with the Federation’s overall strategy.• Approve and monitor processes of the Federation’s significant commercial agreements to ensure transparency and ability for the Federation to achieve its objectives.• Review commercial transactions that are four years or more in length and valued at \$1M or more.• Identify and recommend opportunities for the Federation to increase its revenue through new concepts and internal or external sources.																					
2021 Committee Report	<p>In its third year of activity, the Commercial Committee held the following meetings:</p> <table><tr><td>• January 21, 2021</td><td>Teleconference</td></tr><tr><td>• February 19, 2021</td><td>Teleconference</td></tr><tr><td>• April 8, 2021</td><td>Teleconference</td></tr><tr><td>• April 30, 2021</td><td>Teleconference</td></tr><tr><td>• May 13, 2021</td><td>Teleconference</td></tr><tr><td>• June 17, 2021</td><td>Teleconference</td></tr><tr><td>• August 26, 2021</td><td>Chicago, IL</td></tr><tr><td>• September 18, 2021</td><td>Teleconference</td></tr><tr><td>• October 7, 2021</td><td>Teleconference</td></tr><tr><td>• December 2, 2021</td><td>Teleconference</td></tr></table> <p>The Committee focused on a number of core priorities throughout the year, including:</p> <ul style="list-style-type: none">• Impact and implications of COVID-19 on U.S. Soccer’s commercial business.• Defining long-term commercial rights objectives that serve to inform future material business decisions.• Reviewing the key findings from the comprehensive media valuation (via Sports Media Advisors).		• January 21, 2021	Teleconference	• February 19, 2021	Teleconference	• April 8, 2021	Teleconference	• April 30, 2021	Teleconference	• May 13, 2021	Teleconference	• June 17, 2021	Teleconference	• August 26, 2021	Chicago, IL	• September 18, 2021	Teleconference	• October 7, 2021	Teleconference	• December 2, 2021	Teleconference
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• August 26, 2021	Chicago, IL																					
• September 18, 2021	Teleconference																					
• October 7, 2021	Teleconference																					
• December 2, 2021	Teleconference																					



2021 Committee Report (continued)

- Evaluating and discussing a variety of commercial models that led to the decision to retain U.S. Soccer's rights beginning in 2023.
- Commercial resources (human capital and other) necessary to successfully manage and grow the business long-term.
- Discussing the overarching Apparel category strategy that resulted in a long-term renewal with Nike.
- Review of additional commercial agreements resulting in four new partnerships/renewals: AT&T (2021-2022), BioSteel (2021-2024), Degree (2021-2022), Hyperice (2021-2022)
- Fan engagement and the opportunity for U.S. Soccer to expand meaningful fan touch points beyond matches.

2022 Outlook

We enter 2022 with great optimism for the future while continuing to monitor the implications of COVID-19.

Strategic Areas of Focus:

- Infrastructure development as we prepare to holistically manage our commercial business in 2023 (partnerships, media, and consumer products).
- Evolving fan engagement efforts to be fan-centric (vs. product-centric).
- Continuing to evolve the U.S. Soccer narrative while elevating the industry profile.
- Platform development designed to drive marketing and commercial value (i.e., FIFA World Cup '22, FIFA World Cup '23, SheBelieves, Sustainability, etc.).
- Celebrating and authentically showcasing our commitment to DEIB.



Credentials Committee	
Committee Chairperson	Siri Mullinix
Committee Members	Dimitrios Efstathiou Bob Kepner Dyann Pugliese Kathy Zolad
Staff Liaison	Greg Fike & Raj Shah
Committee Objective	<ul style="list-style-type: none"> Establishing a uniform procedure for submitting and certifying votes. Reporting on the eligibility of representatives of the National Council with its recommendations. Ensuring that the Council Meeting seating arrangements for delegates and voting procedures are prepared in advance. Recording and checking the authenticity of votes cast at the National Council Meetings.
2021 Committee Report	
Group	Number of Delegates
Youth Council	238
Adult Council	110
Professional Council	18
Athletes' Council	16
Other Members, Life Members, National BOD, and Past Presidents	47
TOTAL ACTUAL DELEGATES	429
Required multiplying factors*	
Youth	1.00
Adult	2.164
Professional	13.222
Athlete	11.938
Other Members, Life Members, National BOD, and Past Presidents	1.0
<i>*First use of factors to three decimal places, as authorized by Bylaw 302 Section 1(a)(5), Bylaw 302 Section 2(d), and Bylaw 302 Section 3(d).</i>	



Adjusted Voting Strength	Number of Votes
Youth	238.00
Adult	238.00
Professional	238.00
Athlete	191.00
Other Members, Life Members, National BOD, and Past Presidents	47.00
TOTAL ADJUSTED VOTE	952
SIMPLE MAJORITY VOTE	477
2/3 VOTE	635



Disability Soccer Committee		
Committee Chairperson	Ashley Hammond	
Committee Members	Members as of 12/31/2021: Chris Ahrens Dan Broome Steve Everett Jaime Garzon Lauren Gregg Eddie Perry Dave Robinson Shonna Schroedl Scott Snyder Kate Ward Eli Wolff	Also Served in 2021: Derek Arnaud Kevin Brousard Evelyn Gill Ken Gulmi Jim Labas Trip Neil Ray Robinson Dominic Russo
Staff Liaison	Jim Moorhouse	
Committee Objective	<ul style="list-style-type: none">• To implement a slate of initiatives agreed upon by the committee.• To create a working group as an adjunct to the Disability Soccer Committee.• To organize and conduct the second annual Disability Awareness Month.• To build a map of the U.S. containing the locations and contact details of all disability soccer organizations.• To conduct a census of the member groups for a count of players in the U.S.• To write a modern language document pertinent with terms, language and phraseology related to all disability groups in the U.S.• To work with U.S. Soccer and rename/rehouse the disability pages on the U.S. Soccer website.• To write a question for all U.S. Soccer member organizations to use that is added to all player application forms. The question would help the DSO's collect data on disability athletes around the country.	
2021 Committee Report	<p>This year the Disability Soccer Committee (DSC) set forth an aggressive slate of initiatives. The unity and hard work of the DSC and Adapt and Thrive Working Group (ATWG) is evident in the success of the initiatives that were completed. The creation of the ATWG was our initial success. This group of young disabled athletes and disability advocates worked closely with the DSC on all of the aforementioned initiatives. The initiatives that were laid out and listed above were ALL completed aside from the work on the website at U.S. Soccer. This initiative is being mothballed until the ongoing rebuild of the U.S. Soccer site is completed at which time the DSC/DSO site can be appropriately housed and labelled. The 2021 concluded with the DSC/ATWG creating two</p>	



2021 Committee Report (continued)	<p>presentation evenings where the U.S. Soccer member groups were able to meet the DSC members and learn about the ongoing work being conducted by the DSC and ATWG.</p> <p>The DSC and ATWG were guided and advised throughout the year by the incredible staff at U.S. Soccer's Extended National Teams program without whom we would not have been able to complete so many incredible initiatives.</p>
2022 Outlook	<p>The DSC and ATWG have laid out another aggressive slate for 2022. This year we will be ensuring that the work done in 2021 is utilized and implemented by all member groups at U.S. Soccer. Some of the work is educational, some informational and some designed to help collect data. Further, the DSOs/ATWG are working on a Youth Development Pathway for each DSO. The third annual Disability Awareness Month will be a high priority later in the year and throughout the year the group will update the general U.S. Soccer membership on the levels and quality of support offered by the member groups to the DSOs.</p> <p>The ENT program has also been innovative in offering one of the DSOs an opportunity to work closely with an ENT National Team at a National Training Camp. Working on creating more opportunities like this will also be a priority for 2022.</p>



Investment Committee		
Committee Chairperson	Lisa Carnoy	
Committee Members	Members as of 12/1/2021: Nicole Barnhart John Motta	Also Served in 2021: Chris Ahrens Lori Lindsey Richard Moeller Bill Taylor Tim Turney
Staff Liaison	Pinky Raina	
Committee Objective	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 to ensure protection and growth of the Federation's investment funds.	
2021 Committee Report	<p>The Investment Committee held the following meetings in 2021:</p> <ul style="list-style-type: none">• February 15, 2021 Teleconference• September 13, 2021 Teleconference• December 15, 2021 Teleconference <p>These meetings have included detailed discussions on U.S. Soccer's investment portfolio performance, allocations, fund choices and fee structure. Throughout the year, the Investment Committee reviewed the cash burn and the volatility in the market. The Committee adjusted the investment allocation to exit from Fixed Income in September 2021.</p> <p>The Committee reported these discussions to the full Board.</p>	
2022 Outlook	In 2022 the Investment Committee will review potential managers and asset allocation for the investment portfolio.	



Lamar Hunt U.S. Open Cup Committee	
Committee Chairperson	Arthur Mattson
Committee Members	Todd Durbin Kevin Hensley Stu Holden Brett Luy Shonna Schroedl
Staff Liaison	David Applegate
Committee Objective	<ul style="list-style-type: none">• Establish requirements and procedures for implementing U.S. Open Cup Policies• Make policy recommendations and revisions designed to improve the competitive nature and long-term success of U.S. Soccer's National Championship• Identify ways to strengthen the tournament's financial model• Monitor procedures to ensure fair and equitable standards across all participating Divisions
2021 Committee Report	<p><u>2021 Competition</u> With the Covid-19 pandemic still impacting the spectator sports marketplace in early 2021, the Committee made plans for an abbreviated tournament involving 24 teams (from 101 eligible) and five rounds (down from eight if all eligible teams were to take the field). By mid-April, the conditions were still not favorable for the competition to take place, causing a pause for holding the tournament during the spring as originally planned. With no other available dates to reschedule to, the 2021 Open Cup was officially canceled in mid-July. For the second consecutive year, the organization was not able to determine a National Champion.</p> <p><u>2022 Competition</u> Open Division: A total of 92 amateur clubs entered the fall qualifying tournament for the 2022 Open Cup, with 11 of these sides surviving four rounds of action to reach the First Round, set for March 22-23. They will be joined by the 2021 U.S. Adult Soccer Association National Amateur Cup champion (Lansdowne Yonkers FC) as well as teams from the National Premier Soccer League and USL League Two, nationwide circuits that both elected the Open Division National Leagues track (using 2021 league results) for qualifying teams for the 2022 Open Cup.</p> <p>Professional Divisions: With continued expansion at the professional level, a record number of pro teams in the modern era (1995 to present) is expected for 2022. Major League Soccer (Division I) will have its highest number of participants ever (25), while new clubs since 2020 with USL Championship (Division II) and USL League One (Division III) will finally get to see Open Cup action. Further, two other Division III circuits</p>



2021 Committee Report (continued)

(National Independent Soccer Association, who were originally to have played in the 2020 tournament, and the new MLS NEXT Pro, who will have two sides eligible to participate) will also have their first taste of U.S. Soccer's National Championship in the upcoming edition.

2022 Outlook

While U.S. Soccer has gone two consecutive years without holding a National Championship, a full-scale tournament is planned for 2022. The First Round is set for March 22-23 (the earliest start in the modern era), while the Final will take place Sept. 6, 7, 13 or 14.

Other notable features anticipated for the 2022 Open Cup:

- 17 MLS teams entering in the Third Round (one round earlier than in previous tournaments); this move will result in both significantly more MLS vs. lower division matchups across the year and increased opportunity for teams outside of Division I to reach the Round of 32
- An expanded competition calendar to allow rounds to take place at least two weeks apart, providing additional time for home teams to market and sell tickets and for visiting clubs to arrange travel earlier at lower cost.
- As a byproduct of the expanded calendar, all rounds involving pro clubs will take place outside of national team call-up periods; this scheduling feature, customary for all major domestic cup competitions throughout the world, will allow all the top players, barring injury or suspension, to be available for selection for every round.
- ESPN+ returns as the official broadcaster of the Lamar Hunt U.S. Open Cup.

For those interested in finding out more about the tournament, including how to enter member teams, please visit the official Open Cup website at usopencup.com.

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.



Nominating & Governance Committee	
Committee Chairperson	Patti Hart
Committee Members	<div>Members as of 12/1/2021:</div> <div>Sean Boyle Cindy Cone Lori Lindsay Marla Messing Dr. Pete Zopfi</div> <div>Also Served in 2021:</div> <div>Mike Cullina Don Garber</div>
Staff Liaison	Greg Fike
Committee Objective	<ul style="list-style-type: none">• Prescribe the duties and responsibilities of each standing committee, subject to approval of the Board.• Be responsible for the process for nominating candidates for elective office and for determining their eligibility to hold office.• Be responsible for the orientation and training of new Board members.• Review and report to the Board on the eligibility of candidates nominated or elected to the Board.• Oversee the selection and nomination of Independent Directors, including ensuring that members meet eligibility requirements, independence criteria, and qualifications that may be required by the Board from time to time.• Oversee the performance review and compensation of the Secretary General.
2021 Committee Report	<div>Nominations & Elections</div> <ul style="list-style-type: none">• Reviewed the nomination of candidates for the 2022 Federation Presidential election for eligibility.• Reviewed the selection of an Independent Director for eligibility under Federation Bylaws for election in 2022. <div>Key Outcomes & Recommendations</div> <ul style="list-style-type: none">• Confirmed the eligible candidates for the 2022 Federation Presidential election.• Prepared to recommend an Independent Director for election in 2022.• Transitioned the oversight of the Federation's conflict of interest review to the Risk, Audit, & Compliance Committee• Developed an onboarding, orientation, and training program for new Federation Board members.• Assisted in the revision of the Bylaws to comply with the Sports Act and USOPC Bylaws.



2022 Outlook

In 2022, the Nominating & Governance Committee will be focusing on:

- Review of the Federation's existing policies in conjunction with the Rules Committee
- Refining the onboarding, orientation, and training program for new Federation Board members; and
- Assisting in the process of revising the Board structure for 2023.



Referee Committee	
Committee Chairperson	Chris Ahrens
Committee Members	<div><div>Members as of 12/31/2021: Esse Baharmast Ryan Cigich Paula Hildman Lori Lindsey Kim Oberle Abbey Okulaja Alex Para Ali Saheli Sandra Serafini Lindsay Tarpley Snow Howard Webb Andy Weiss Brenda Wright</div><div>Also Served in 2021: Angelo Bratsis Cindy Cone Mike Hoyer Sandra Hunt Richard Moeller Veronica Perez Tim Turney Rachel Woo</div></div>
Staff Liaison	Kelly Murphy & Rick Eddy
Committee Objective	<p>The Referee Committee's primary objectives are to:</p> <ul style="list-style-type: none">• Recommend a list of match officials for the international list as required by FIFA• Advise the Board on Bylaw and Policy changes concerning the Referee Development Program, and• Provide support to the Referee Development Program regarding training, SRA removal, and structural changes.
2021 Committee Report	For 2021, the Referee Committee selected and shared Referees, Assistant Referees, and Video Match Officials to the board for the international list as required by FIFA.
2022 Outlook	<ul style="list-style-type: none">• Continue to formalize and improve the FIFA panel selection process.• Supporting the referee department as they meet the needs of our referee population.



Risk, Audit, & Compliance Committee		
Committee Chairperson	Juan Uro	
Committee Members	Members as of 12/1/2021: Chris Ahrens Nelson Akwari Lisa Carnoy Patti Hart Tim Turney	Also Served in 2021: Carlos Bocanegra
Staff Liaison	Pinky Raina & Karen Leetzow	
Committee Objective	<p>The Risk, Audit, & Compliance (RAC) Committee's role is to provide oversight of the Federation's:</p> <ul style="list-style-type: none">• Accounting and financial reporting processes,• Systems of internal controls, and• Compliance with legal requirements & ethical standards. <p>The Committee is comprised of all the Independent Directors on the Federation's Board and two athletes.</p>	
2021 Committee Report	<p>Accounting & Financial Reporting Processes</p> <ul style="list-style-type: none">• Grant Thornton successfully completed U.S. Soccer's FY'20 tax return, the Form 990 for the period April 1, 2019-March 31, 2020. The RAC Committee met with Grant Thornton via a conference call on February 10, 2021, to review the tax return. The Board reviewed the tax return subsequently and the tax return was filed by the due date.• Given the timing of the AGM, Grant Thornton was also successful in completing U.S. Soccer's FY'21 tax return, the Form 990 for the period April 1, 2020-March 31, 2021. The RAC Committee met with Grant Thornton via a conference call on January 6, 2022, to review the tax return. The Board reviewed the tax return subsequently and the tax return was filed by the due date.• The RAC Committee met with Grant Thornton via video conference on October 18, 2021, to review the draft FY'21 Audit Report, the period from April 1, 2020-March 31, 2021, and had the opportunity to question the auditors regarding Federation controls and adherence to best practices, among other issues. Following this meeting, the audit report was reviewed by the full Board on January 5, 2021, and published on the Federation website shortly thereafter. <p>Internal Controls & Risk Management</p> <ul style="list-style-type: none">• The RAC Committee met on August 26, 2021, to review progress on the findings from the KPMG operational audit completed and	



2021 Committee Report (continued)	<p>by KPMG to the RAC Committee on November 17, 2020. The Committee also discussed a hire to lead risk management for the Federation's operations.</p> <ul style="list-style-type: none">• Reviewed the results of United States Olympic & Paralympic Committee's audit of U.S. Soccer.• Reviewed the Federation's material risk exposures.• Monitored the on-going implementation of the Federation's Safe Soccer framework policies and initiatives to evaluate whether they effectively address the risks present within the Federation's current scope of operations. <p>Compliance with Legal Requirements & Ethical Standards</p> <ul style="list-style-type: none">• Reviewed and monitored the Conflicts of Interest policy, recommending any necessary resulting actions to the Federation, and other key corporate policies and delegations of authority.• Monitored the effectiveness of the Federation's policies and practices that relate to compliance with laws, regulations and accounting standards.• Monitored the impact of changes in key laws, regulations and accounting standards affecting Federation operations.• Oversaw the Federation's compliance with legal and regulatory requirements (other than those assigned to other committees of the Board).
2022 Outlook	<p>In 2022, the RAC will focus on:</p> <ul style="list-style-type: none">• Increased audit requirements from each of the United States Olympic & Paralympic Committee and the United States Center for SafeSport• On-going implementation of U.S. Soccer's Safe Soccer Framework• Expense report audit• Annual compensation process



Rules Committee	
Committee Chairperson	Tim Pinto
Committee Members	Garrison Mason Felipe Mendez Michael Moore Karissa Richardson Becky Sauerbrunn
Staff Liaison	Karen Leetzow & Greg Fike
Committee Objective	<ul style="list-style-type: none">• 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 Sports Act, USOPC Bylaws, 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
2021 Committee Report	<p>In 2021, the Rules Committee:</p> <ul style="list-style-type: none">• 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 <p>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 policymakers. 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.</p> <p>During 2021, the Rules Committee also reviewed several proposed Policies and Bylaws and made recommendations to the Board and National Council.</p>



2022 Outlook

In 2022, the Rules Committee will:

- 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.



Sports Medicine Research, Education, & Advisory Panel			
Committee Chairperson	Dr. Aaron Baggish		
Committee Members	Members as of 12/31/2021: Dr. Emilio Canal 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. Bill Taylor Dr. Pete Zopfi	Also Served in 2021: Dr. Holly Benjamin John Crawley Dr. Michael Czarnota Joe Rogowski Jonathan Spector Dr. Elizabeth Watson
Staff Liaison	Dr. George Chiampas		
Committee Objective	<ul style="list-style-type: none">• 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 and safety areas		
2021 Committee Report	<ul style="list-style-type: none">• Continued implementation of our coaching educational module around player safety a state-of-the-art tool which ensures all coaches meet a set standard of skill set in safety with Spanish translation implemented• With our MLS, NWSL and USL partners created a concussion task force in response to FIFA and IFAB concussion substitution pilot. We have successfully across all leagues implemented the same protocol and completed the first of a two-season pilot.• Supported and guided our Women's National Team safely through COVID and a bronze medal at the 2021 Olympics• COVID-19: Unprecedented leadership and protocols across Senior National Team programming leading to uninterrupted National Team games including a record number of wins by the Men's National Team• Continued to provide guidance across membership as well as other leagues on COVID protocols• Co-hosted the inaugural virtual medical conference with the three U.S.-based FIFA Medical Centers of Excellence with over 400 attendees		



2021 Committee Report (continued)

- Built a sustainable team physician model which ensures greater continuity of care and communications for our NT players
- Expanded nutrition education and individual player lab evaluations across all National Teams
- Built anti-doping messaging and education for Youth National Team World Cup preparations
- Continued and expanded U.S. Soccer's Mental Health platform including pilot programs across our coaching education platform
- Expanded work in areas of safety and high performance
- Continue broadened R2R messaging, specifically at the grassroots level
- Published leading research in soccer medicine
- Created new R2R content directed at players, coaches, referees and parents
- Returned YNT/ENT programming domestically during COVID

2022 Outlook

- Return strategically across full YNT and ENT programming post-COVID, including internationally where feasible
- Build on player safety programs from the past several years in a strategic and impactful way
- Provide a "Health and Performance" pathway ensuring each athletes wellness is paramount
- Implement mental health training across our coaching safety module
- Continue to build on policies including a robust Anti-Doping Policy with educational and awareness campaign
- Hire a "Director of Research" position allowing the Federation to lead in science and medicine
- Support "Women's Health and Performance" by research, analysis and publishing female soccer-related outcomes
- Continue to secure medical technology resources for player care
- Continue to build the Sports Medicine Department with a "Health and Performance" model in advocating health, safety and wellness
- Build on expanding our medical network with quarterly virtual journal clubs across our medical network
- Expand messaging on injury prevention and management through our R2R campaign
- Expand work in areas of the sport that are critical for safety and high performance
- Bring together our Sports Medicine and Advisory Panel for an annual meeting in the 4th quarter of 2022
- Build upon and partner in an annual Soccer Health and Performance Conference for 2022
- Qualify for the 2022 Men's World Cup
- Qualify for the 2023 Women's World Cup



**2022 Outlook
(continued)**

- Qualify for World Cups in competitions in this year of YNT and ENT programming
- Continue to serve on FIFA and lead on Concacaf's Medical committees
- Participate in domestic and international medical and science programs

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

Respectfully submitted,

Aaron Baggish, MD
George Chiampas, DO - Chief Medical Officer



Technical Development Committee		
Committee Chairperson	Lori Lindsey & Oguchi Onyewu	
Committee Members	Members as of 12/1/2021: Michael Karon Garrison Mason Richard Moeller Bill Taylor	Also Served in 2021: Mike Cullina Don Garber John Motta Dr. Pete Zopfi
Staff Liaison	Earnie Stewart	
Committee Objective	<ul style="list-style-type: none">• Support, review and provide feedback on the Sport Development technical plan and the corresponding key metrics.• Review and provide feedback on programs and initiatives connected to standards/certification in player development (clubs, competitions, etc.) and education (coaches, referees, scouts, club leaders, etc.).• Make recommendations to the Board on changes to the Federations Bylaws and Policies that impact the Sport Development technical plan.	
2021 Committee Report	Sporting Department <ul style="list-style-type: none">• Presented the U.S. Soccer Technical Plan to the Technical Development and Committee and started the implementation into our Youth National Teams program, as of October 2021.• Created two new areas of focus:<ul style="list-style-type: none">○ Technical Development○ Sporting Analytics• Separated High Performance Department into:<ul style="list-style-type: none">○ Sport Science○ Sports Medicine• Updated all Sporting department job descriptions. COVID-19 Adjustments <ul style="list-style-type: none">• Restricted programming budget to official tournament teams U-23 MNT, U-20, U-17, and U-15 MYNT/WYNT and ENT.• Converted all Coaching Education/Referee courses to virtual platform.• Under-17 and 20 World Cups (and qualifying) cancelled by FIFA.• Worked with U.S. Soccer Chief Medical Officer to help implement US Soccer Return to Play protocol for US Soccer teams and landscape.• Structured the phases of U.S. Soccer Technical Plan<ul style="list-style-type: none">○ Phase 1- Position specific profiles (completed)○ Phase 2- Style of Plan (ongoing)• Adapted Talent ID Regional camps to one day camps to adhere to COVID protocol.	



2021 Committee Report (continued)	Extended National Teams <ul style="list-style-type: none">• Futsal NT- World Cup in Lithuania• Beach MNT and WNT- MNT World Cup in Russia, WNT International Cup in Russia Youth National Teams <ul style="list-style-type: none">• Resume programming for the U-20, U-17 and U-15 age groups for our Men's and Women's Youth National Teams.
2022 Outlook	<p>Most important goal for 2022 is getting programming back to all age groups from U-14 to U-23 Youth National Teams to better address the development pathway of our talent. Besides a full programming outlook for our YNT and adding to ENT programming, we will provide an increase of licensing and certifications for coaching and refereeing.</p>



ANNUAL GENERAL MEETING

2022 | ATLANTA

Membership Applications

MEMBERSHIP APPLICATION

APPLICANT	United Premier Soccer League (UPSL)
CATEGORY	National Affiliate
U.S. SOCCER BOARD OF DIRECTORS	Vote scheduled for March 4, 2022
RULES COMMITTEE RECOMMENDATION	<ul style="list-style-type: none">• In accordance with Bylaw 211, the Rules Committee recommends that the Board admit the United Premier Soccer League (UPSL) to provisional membership in the National Affiliate category of the Federation.• The Rules Committee has reviewed 's application and has concluded that the organization has satisfied the requirements for provisional membership.

Application for Membership of United States Soccer Federation

United Premier Soccer League

The United Premier Soccer League (UPSL) is currently a member of the United States Soccer Federation by virtue of its membership of the United States Adult Soccer Association (USASA) where it holds men's national league status.

This application is for direct membership of the Federation as a National Affiliate. The UPSL has achieved National Affiliate qualifying status by conducting soccer programs in which players compete in at least 26 states of the United States. In 2021, the UPSL has participating member clubs in 38 states (see Exhibit 1).

Background

The UPSL was found in California in 2011 and has grown over the last 11 years to become the largest adult amateur soccer league in the United States. The growth and success of the UPSL has been based upon openness, affordability and standards.

The league is organized into four regions of the country, with each region further organized into local regional divisions. In 2022 the UPSL will have at least 45 of these divisions spread across the country. Within many areas there is a Premier Division with a Division 1 below, operating promotion and relegation. At the Premier Division level 32 Division qualifiers enter the National Bracket which is the playoff competition structure to determine the UPSL National Champion. The schedules, scores and standings are posted on the UPSL website at www.upsl.com.

The UPSL operates two seasons in each year, one commencing in the spring and one in the fall. The league has become an important feature of the USA's soccer infrastructure providing opportunity for thousands of players who are emerging from the youth game, yet are not one of the chosen few who immediately make the small number of places available in the professional game. In 2021 the league registered approximately 13,900 players with an average age of 22.7 years.

The UPSL is very proud of its level of diversity and inclusion. Over 50% of the participants are of Hispanic descent. All UPSL member documentation is provided in both English and Spanish language versions. Included in the rosters of 33 UPSL teams entering the 2022 Open Cup qualifying were players born in 68 different countries. One team, Unations FC, fielded players from 7 different African nations alongside their American born teammates.

Governance

The UPSL is operated by a private for profit company, UPSL LLC, established in the state of Florida (see Articles of Organization- Exhibit 2). The operation and governance of the company is outlined in the Operating Agreement of the LLC (see Exhibit 3). The majority owner/member of the LLC is ELP Brands

LLC which is a company established for the purpose of developing brands associated with sport. The articles of organization and the operating agreement for ELP Brands LLC is provided (Exhibit 4). UPSL LLC has a Board of Directors, each of whom are member owners of the LLC, and each of whom is assigned specific responsibilities to ensure the smooth operation of the UPSL. The list of responsibilities can be found in the Operating Agreement of UPSL LLC, Exhibit B.

Board of Directors:

Graham Walsh- CEO and Managing Member of the LLC
Graham.walsh@upsl.com, m: 203 517 5190

Luin Frazier- COO
Luin.frazier@upsl.com, m: 305 495 6227

Yan Skwara- Commissioner
yan@upsl.com, m: 310 415 5691

Leonel Lopez- President
leonel@upsl.com, m: 714 631 5431

Christian Vallejos- Vice President
christian@upslsoccer.com, m: 4040 438 2154

In addition to the above members, all of whom work full time on UPSL business, the company also has 4 full-time employees, 3 part-time employees, and 22 regional division managers.

Other important contacts include:

Paul Caliguiri- National Director UPSL Women
paulc@upsl.com, m: 951 837 6263

Jessica DiDonato- Registrar and Operations Manager
Jessica.didonato@upsl.com, m: 949 929 7252

Val Moura- Administration
Val.moura@upsl.com, m: 540 424 0701

Gary Brunner- Disciplinary
gary@upslsoccer.com, m: 661 803 1581

Hoang Nguyen- Media
hoang@upslsoccer.com, m: 657 257 9843

UPSL Rules and Regulations

The UPSL conducts its soccer operations in compliance with the Bylaws, policies and requirements of the United States Soccer Federation and all statutes, regulations, directives and decisions of FIFA and Concacaf to the extent applicable to the UPSL.

Soccer clubs secure their ability to participate in the UPSL by paying an annual membership fee and season dues, and signing a certification that they agree to abide by the UPSL Rules and Regulations (Exhibit 5). All players, coaches, trainers and other club officials are required to register with the league using the registration portal before being allowed to participate, and all players are required to sign a release of liability waiver (Exhibit 6). The registration data is submitted to the Federation as per the requirements.

The UPSL Rules and Regulations (Exhibit 5) is the comprehensive document which covers all aspects of the rules of play, standards, code of conduct, disciplinary matters and everything else related to the operation of the league.

The authority of the Federations, articles, rules and bylaws can be found in Part I, Section 1.

The reporting requirement of the UPSL to its membership is noted in Part I, Section 1.

The procedures for resolution of complaints and the opportunity for a hearing can be found in Part I, Section 15.

The policy prohibiting sexual abuse can be found in Part I, Section 2 and Part IV. The abuse and misconduct policy is also attached as Exhibit 7.

The Board of Directors of UPSL LLC has adopted a resolution (Exhibit 8) that requires the following:

- (i) Submission to the US Soccer Federation the financial statements for the year ended within 90 days after the end of the fiscal year.
- (ii) Submit to the Federation any amendments to the governing documents.
- (iii) Make an annual payment of membership fees to the Federation when due.
- (iv) Immediately notify the Federation if the United Premier Soccer League or UPSL LLC is intending, or is being compelled by law, to terminate its existence for any reason.

EXHIBIT 1 - NATIONAL AFFILIATE QUALIFYING STATUS LIST OF STATES

UPSL "NATIONAL AFFILIATE" QUALIFYING STATUS

UPSL conducts soccer programs in which players compete in at least 26 states of the United States.

In 2021 the UPSL has participating member clubs in 38 states

Alaska
Arizona
Arkansas
California
Colorado
Connecticut
District of Columbia
Florida
Georgia
Idaho
Illinois
Indiana
Iowa
Kansas
Kentucky
Maine
Maryland
Massachusetts
Michigan
Minnesota
Nevada
New Hampshire
New Jersey
New Mexico
New York
North Carolina
Ohio
Oklahoma
Oregon
Pennsylvania
South Carolina
South Dakota
Tennessee
Texas
Utah
Virginia
Washington
Wisconsin

EXHIBIT 2 - ARTICLES OF ORGANIZATION

Electronic Articles of Organization For Florida Limited Liability Company

L19000300263
FILED 8:00 AM
December 09, 2019
Sec. Of State
smbellenger

Article I

The name of the Limited Liability Company is:

UPSL LLC

Article II

The street address of the principal office of the Limited Liability Company is:

429 LENOX AVE
MIAMI BEACH, FL. 33139

The mailing address of the Limited Liability Company is:

429 LENOX AVE
MIAMI BEACH, FL. 33139

Article III

The name and Florida street address of the registered agent is:

ELP BRANDS LLC
429 LENOX AVE
MIAMI BEACH, FL. 33139

Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this certificate, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relating to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.

Registered Agent Signature: GRAHAM WALSH

Article IV

The name and address of person(s) authorized to manage LLC:

Title: MGR
ELP BRANDS LLC
429 LENOX AVE
MIAMI BEACH, FL. 33139

L19000300263
FILED 8:00 AM
December 09, 2019
Sec. Of State
smbellenger

Article V

The effective date for this Limited Liability Company shall be:

12/20/2019

Signature of member or an authorized representative

Electronic Signature: GRAHAM WALSH

I am the member or authorized representative submitting these Articles of Organization and affirm that the facts stated herein are true. I am aware that false information submitted in a document to the Department of State constitutes a third degree felony as provided for in s.817.155, F.S. I understand the requirement to file an annual report between January 1st and May 1st in the calendar year following formation of the LLC and every year thereafter to maintain "active" status.



ANNUAL GENERAL MEETING

2022 | ATLANTA

**Financial Summaries
&
Proposed FY'23 Budget**



FY'23 Budget Executive Summary

- I. Introduction
- II. 2030 Goals & Strategic Priorities
- III. FY'23 Budget Overview
- IV. FY'23 Budget Detail
 - A. National Team Programming
 - B. Sport Development Programming
 - C. Commercial, Member, & Other Programming
 - D. Federation Operations
- V. FY'23 Budget Ending Cash & Investment Position
- VI. Conclusion



I. Introduction

As the governing body of soccer in the United States, U.S. Soccer is committed to its mission of making soccer the preeminent sport in the United States. Our investments today are helping develop and grow soccer across the country, and impacting millions of Americans across our sporting landscape, including professional and amateur athletes, coaches, referees, fans, donors, and our member organizations.

Following a year marked by event and program postponements and cancellations in response to the COVID-19 pandemic and efforts to preserve the health and safety of those within our communities, FY'22 saw our senior U.S. Women's and Men's National Teams return to normal programming levels. Our National Teams rose to the challenge, with our USWNT bringing home an Olympic Bronze Medal and the USMNT securing first place trophies in the Concacaf Nations League and Gold Cup. In FY'23, U.S. Soccer will aim to build on that success as we prepare for an extraordinary window of activity and opportunity for the growth of the sport over the next 10 years.

II. 2030 Goals & Strategic Priorities

Looking ahead, U.S. Soccer continues to focus on its 2030 Goals and Federation Principles and Values.

Our 2030 Goals are the metrics we have set as we move towards achieving our mission to become the preeminent sport in the U.S. and a "true north" for staff across three key areas: **Performance, Participation and Fandom.**

Underlining everything we do at the Federation is a commitment to creating an inclusive culture with a continued emphasis on U.S. Soccer's core tenants of Diversity, Equity, Inclusion, and Belonging (DEIB). One Nation., U.S. Soccer's social responsibilities platform, will remain the foundation for Federation programs developing more equitable and inclusive communities across the soccer landscape.

III. FY'23 Budget Overview

In the fall of 2021, U.S. Soccer conducted its annual organization-wide strategic planning process. Our strategic plan defined key priorities to guide the investment decisions for our FY'23 budget. The key priorities identified will drive sporting excellence and commercial evolution in support of our 2030 goals.

We aim to achieve sporting excellence through the continuation of extensive programming for our Senior National Teams and ramping up programming for our Youth National Teams (YNT), Extended National Teams (ENT) and Sport Development departments. We will invest in our commercial evolution as we prepare to bring our sponsorship and broadcast rights in house in January 2023. To achieve these priorities, we will need to develop our infrastructure and team.

At the same time, we will continue to prioritize the health and safety of our soccer community (including staff, players, coaches, referees, members, and fans).

As shown in Chart 1, U.S. Soccer's FY'23 Budget (\$30.7M) reflects a \$36.4M higher deficit than our FY'22 Projection (\$5.7M).¹

¹ The FY'22 projections of the Federation's financial performance are forward-looking and involve risks and uncertainties which may cause actual results to differ significantly. The risks and uncertainties include the COVID-19 pandemic; fluctuations and difficulty in forecasting operating results, including cancellation or postponement of matches and events, business disruptions, the potential impact of litigation or any other claims asserted against the Federation, and significant disruption and volatility in the financial markets. Given these risks and uncertainties, undue reliance should not be placed on forward-looking financials as a prediction of actual results.



Programming Dimension

This fall, our Finance department took on the task of updating the Federation's financial system for the first time in 20 years. New technology and a revamped structure will allow us to present financial information to stakeholders in more dynamic and useful ways moving forward. With the implementation of Sage Intacct as U.S. Soccer's new financial ERP software, we have established an additional dimension ("Programming") - tied to specific Federation-approved programming² - that will clearly capture our investment areas and enable real-time decisions to grow the game. Importantly, with this significant change to the overall structure of our financial information, prior-year comparisons will not provide clear insights, as revenue and expenses have shifted during this transition.

Chart 1 - FY'23 Budget - All-In

FY'23			
	FY'22 Projected	FY'23 Budget	Variance
Revenue	117,882,588	136,478,298	18,595,710
Expenses	112,196,017	167,150,465	(54,954,448)
Surplus/Deficit	5,686,571	(30,672,167)	36,358,738

IV. FY'23 Budget Detail

A. National Teams Programming

National Teams

As our National Teams navigate FY'23's challenging international competition calendar, we will see expense changes for all teams from previous years. COVID-19 safety protocols will continue to require operational adjustments to safely bring together domestic and international players for world-wide matches. The financial implication of these additional protocols rolls up to the overall expenses for each National Team.

U.S. Soccer will continue to use the excitement and attention around National Team matches as an opportunity to promote diversity, equity, inclusion, and belonging. In communities where our teams play, we will deliver a range of One Nation. programs, including Game Day Ambassador recognition, youth programs, support for fans with sensory needs, Coach for Community in partnership with Members, and more.

Chart 2 below reflects our new programming dimension with a column for each National Team and the respective Federation departments directly contributing to these programs listed in the rows.

Men's National Team

Our Men's National Team have an exciting year ahead. With the 2022 FIFA World Cup in the crosshairs, our MNT have three qualifying matches left in March (FY'22). The MNT will then play summer friendly games along with the Concacaf Nations League group games in June and friendlies in September. The FY'23 budget includes increased investment due to important planning and preparation for the FIFA World Cup. In FY'23, the Men's National Team face the prospect of competing in 12 important games that include the Concacaf Nations League and send-off series, paving the road to the 2022 FIFA World Cup in Qatar next November.

² Federation-approved programming includes, but is not limited to, MNT Programming, WNT Programming, MYNT Programming, WYNT Programming, MENT Programming, WENT Programming, Coaching Education Programming, Referee Programming, Member Programming, Commercial Programming, Technology Programming and Other Programming.



Women's National Team

Our Women's National Team had a successful FY'22, bringing home a Bronze medal from Tokyo 2020 Olympic Games. In FY'23, with World Cup Qualifying preparation underway for the 2023 FIFA Women's World Cup (FY'24), the team will renew its goal of being the World Champion in 2023. Our WNT schedule includes 20 games, including the SheBelieves Cup and the Concacaf W Championship, that also serves as qualifiers to the 2023 FIFA Women's World Cup and 2024 Summer Olympics in France.

Youth National Teams

Our YNT are returning to the field while we safely navigate through the realities and impact of COVID-19. With increased investment for our YNT in FY'23, we will be able to raise the numbers of camps and improve the player pathway by gradually incorporating new age groups to our YNT. While FIFA and Concacaf have not confirmed all tournaments for our YNT, we remain committed to programming for our Men's and Women's U-15, U-17 and U-20 teams in FY'23.

Extended National Teams

The ENT have an exciting year ahead. Aligned with the strengthened programming for all other teams, our ENT will also continue to grow their programming. In line with U.S. Soccer's commitment to champion DEIB and foster inclusivity, our goal is to add new modalities to our ENT, including Power, Men's Deaf, and Women's Deaf teams. We continue to celebrate our Men's Beach Team and Men's Futsal Team, which both qualified and competed in their respective 2021 FIFA World Cups.

Chart 2 - FY'23 Budget - National Teams Programming³

FY'23	MNT Programming	WNT Programming	MYNT Programming	WYNT Programming	MENT Programming	WENT Programming
Revenue						
Commercial & Events	12,437,496	9,887,720	-	-	-	-
NT Staff & Players	14,000,000	-	-	-	-	-
Total Revenue	26,437,496	9,887,720	-	-	-	-
Expenses						
Commercial & Events	13,004,214	5,430,072	-	-	-	-
Communications	201,675	122,225	104,740	88,820	77,715	42,294
Federation Services	107,245	110,140	16,410	16,410	16,410	16,410
Compliance	235,800	235,800	3,000	3,000	3,000	1,500
NT Staff & Players	22,959,147	11,729,731	4,794,450	4,501,580	2,117,749	788,732
Sport Performance	3,531,877	3,043,444	2,347,416	2,479,018	876,304	411,465
Total Expenses	40,039,958	20,671,412	7,266,016	7,088,828	3,091,178	1,260,401
Total - National Team Programming	(13,602,462)	(10,783,692)	(7,266,016)	(7,088,828)	(3,091,178)	(1,260,401)

Sport Performance

The Sport Performance department in the chart above includes investment in High Performance, Sports Medicine, Sporting Analytics, and Talent Identification.

High Performance, Sports Medicine, & Sporting Analytics

As we plan for the rise of National Team programming, we will also make an increased investment in essential performance and medical support. To manage growth of this area over the past year, U.S. Soccer has strategically separated Sports Medicine and High Performance (Sport Science) into two

³ National Team Programming Total Revenue does not include Commercial and Sponsorship revenue. These revenue streams are captured below in Federation Operations.



departments, each focused on technology, cutting-edge science, and high-performing staff to best support our National Teams.

U.S. Soccer has increased its investment in Sporting Analytics departments from FY'22 to FY'23 to reflect the escalation of programming. Our Sporting Analytics department uses advanced metrics and off-field analytics to improve our National Teams and players' on-field performance.

Talent Identification

Talent Identification is responsible for scouting across the United States to find the top youth players for our National Teams. In FY'23, the department will expand its scouting oversight to ensure a growing presence across the landscape. Talent Identification Managers will include a total of eight staff - four per gender - to manage all the regions of the United States. While the landscape continues to evolve during and after COVID-19, Talent ID will continue to adjust to meet the changes ahead. U.S. Soccer is committed to expanding and improving our scouting network through accessible education, age-appropriate identification, and club outreach.

B. Sport Development Programming

Coaching Education & Referee Programs

Entering FY'22, our Sport Development programs aimed to ensure educational continuity, while also prioritizing the safety of participants across the landscape. U.S. Soccer and members plan to build upon the FY'22 foundation by continuing to deploy flexible, low-barrier opportunities amidst a fluid reality. In FY'22 this translated to an increase in licensed participants for both Coaching Education and Referee Programs, while also reporting a favorable budget due to the extended postponement of in-person programming. Participation in Coaching Programs saw a 55% increase in licenses issued compared to the year prior, while the number of registered referees increased by 10%. Notable accomplishments over the past fiscal year included a safe return to National Referee Camp, the introduction of the Jill Ellis Scholarship Fund and the launch of the SheChampions Mentorship Program. Additionally, the Coaching Program was one of six Member Associations to engage in a new FIFA Educator Pilot and was the first country to officially complete the program.

As we plan for FY'23, adaptability continues to be essential to ensure both programs remain on an upward trajectory. Priorities include continuing to expand instructor capacity locally, addressing issues around referee demand, and significantly increasing the number of B course opportunities.

Chart 3 - FY'23 Budget - Sport Development Programming

FY'23		
	Coaching Ed Programming	Referee Programming
Revenue		
Coach Certification & Registration	3,094,200	-
Coaching Continuous Education	115,000	-
Coaching Network Development	45,000	-
Referee Certification & Registration	-	2,458,846
Referee Continuous Education	-	144,000
Total Revenue	3,254,200	2,602,846
Expenses		
Public Relations	15,000	-
Coach Certification & Registration	3,692,602	-
Coaching Continuous Education	198,551	-
Coaching Network Development	440,240	-
Talent ID Admin	44,400	-
Referee Certification & Registration	-	368,456
Referee Development	-	312,721
Referee Network Development	-	214,200
Total Expenses	4,390,793	895,377
Total - Sport Development Programming	(1,136,593)	1,707,469



C. Commercial, Member, & Other Programming

Commercial Overview

In FY'22, the Commercial business began to see signs of stabilization as the Federation continued to navigate through COVID-19. While we enter FY'23 with caution, there is great optimism for growth throughout the organization.

While the decision to retain our commercial rights beginning in January 2023 will have positive impact on the FY'23 budget, much work will be done throughout the year to best prepare the organization for material growth in FY'24 (which represents the first full year of new commercial rights agreements). Ensuring the organization has the proper infrastructure and supporting resources necessary to maximize Strategic Partnerships (Partnership Marketing and Partnership Development), Licensing, Development and Media will be a significant priority.

We are committed to supporting our 2030 Goals (specifically, Increasing Participation and Fandom) and driving more consistent and deeper levels of fan engagement. Investing across several core Marketing disciplines - content, social, digital, fan engagement - will lead to heightened relevancy for the Federation, all National Teams and Member Organizations.

Events & Competitions

COVID-19 continued to impact National Team event scheduling and attendance in the early part of FY'22. As we look to FY'23, we remain optimistic about match scheduling, as well as strong in stadium support at our National Team games. Both the Men's and Women's National Teams have an important schedule of matches and official competitions to prepare for and participate in FY'23. In addition, the Lamar Hunt U.S. Open Cup is slated to return to pre-COVID-19 levels as the revamped 2022 tournament begins and qualifying for 2023 kicks off later in the year.

Strategic Partnerships - Partnership Marketing & Partnership Development

As we look ahead to January 2023 (when we will retain our commercial rights), we are now focused on building the infrastructure necessary to support our revenue goals and bring our partnerships to life. This will include adding talent across Partnership Marketing, Partnership Development and Strategy, and developing tools to streamline processes and identify marketplace opportunities, to demonstrate the enhanced value proposition of U.S. Soccer.

Additionally, we will be keenly focused on growing and retaining our current partnerships through early renewals and identification of new platforms and activations that authentically impact the Federation's 2030 goals and our partners' marketing goals. Concurrently, we will be identifying key open categories and brand alignment opportunities to bring in new strategic partners. Throughout FY'23, Partnership Marketing and Partnership Development will also be dedicated to leveraging marquee moments to create memorable touchpoints with both existing and prospective partners.

Marketing

In FY '23, we will continue to focus on building U.S. Soccer's first fully integrated Marketing department tasked with growing the fan base, deepening U.S. Soccer's connection with key audiences, increasing brand relevance and value, and driving incremental revenue. In service to these goals, the department is concentrated on four key strategic areas: 1) elevating the profile of U.S. Soccer, 2) increasing awareness of and participation in U.S. Soccer events and programming, 3) building a fan centric culture, and 4) driving continuous engagement with our next generation and multicultural fans. Key initiatives include content strategy, planning and production to create a continuous fan engagement engine across U.S. Soccer's and collaborators' digital channels, the launch and management of U.S. Soccer's Insiders Rewards (U.S. Soccer's first points and rewards loyalty program), fully executing our newly established integrated event marketing processes, and the continued build of U.S. Soccer's in-house Brand



Development team. Simultaneously, we will leverage the upcoming milestones in the National Team calendar – Women's World Cup Qualifying, Men's World Cup, and SheBelieves – to accelerate progress toward these goals.

Data, Analytics & Technology

Over the last three years, U.S. Soccer has transformed its data and technology infrastructure to enable greater customer intelligence, more personalization, and agile innovation. While our tech stack has stabilized, it will require considerable resources to maintain it moving forward. Moving beyond infrastructure, our focus for FY'23 shifts slightly more towards building on top of this foundation, creating tools/insights from data, and building new front-end experiences with which to engage more of our fans. This includes bolstering our Data Science team to provide more predictive metrics across our Commercial operations so we can better evaluate and optimize performance. Additionally, our Product team will be focused on meaningful upgrades for ussoccer.com to elevate more of our content, growing the Insiders community with more network effects, and building new mobile experiences that provide value to our fans in the leadups to the 2022 and 2023 World Cups. We've also taken the significant step of bringing our Engineering team in house and continue to fine-tune our development, testing, and deployment processes to make us more agile and thus more suited to respond to evolving digital trends and internal strategic shifts.

Development & Fundraising

Galvanized by the excitement building for the 2022 FIFA World Cup and anticipation of the 2023 FIFA Women's World Cup, U.S. Soccer Development staff will work in FY'23 to drive more donor engagement and connection than ever before. The FY'23 Development strategy is focused on scale and efficiencies, with three primary revenue drivers: 1) growth of philanthropic leadership groups (with a particular emphasis on U.S. Soccer's foremost national leadership group, the Champions Circle, and regional Development Councils); 2) expanding the base of annual Circle Insiders contributing to core sporting programs through the Development Fund; and 3) delivering an unparalleled Patrons Program (VIP travel and hospitality fundraising event) for major donors to Qatar. The Federation continues to build a culture of philanthropy, with participation from Board members and executives, to create community, opportunity and authentic connection for U.S. Soccer donors.

Chart 4 - FY'23 Budget - Commercial, Member, & Other Programming

FY'23	Other Programming	Fan & Donor Programming	Member Programming	Technology Programming
Revenue	-	-	-	-
Commercial & Events	1,391,300	5,955,998	-	-
Total Revenue	1,391,300	5,955,998	-	-
Expenses				
Commercial & Events	3,138,416	1,613,211	-	1,867,697
Communications	35,000	-	24,750	-
Federation Services	9,820	-	4,156,650	-
Support Functions	32,720	-	-	-
Total Expenses	3,215,956	1,613,211	4,181,400	1,867,697
Total - Other Programming	(1,824,656)	4,342,787	(4,181,400)	(1,867,697)

D. Federation Operations

Federation Operations, as shown in Chart 5 below, includes sponsorship, apparel, and media revenue, as well as full-time personnel expenses, general operating expenses, and administrative costs that are not



directly attributed to specific programming. Federation Operations represent largely fixed revenue and expenses that are essential to operating U.S. Soccer.

Chart 5 - FY'23 Budget - Federation Operations⁴

FY'23	
	Federation Operations
Revenue	
Commercial & Events	68,472,239
Federation Services	5,576,013
Legal	8,400
Sport Development	5,355,000
Sport Performance	3,400,000
Support Functions	4,137,087
Total Revenue	86,948,739
Expenses	
Commercial & Events	15,920,566
Committees & Councils	111,000
Communications	1,008,306
Federation Services	6,346,826
Legal	11,985,193
National Teams Staff & Players	7,700,475
Sport Development	8,010,181
Sport Performance	10,546,559
Support Functions	9,472,153
Total Expenses	71,101,259
Total - Federation Operations	15,847,480

V. FY'23 Budget Ending Cash & Investment Position

The FY'23 budget projects a deficit consistent with pre-pandemic fiscal years. The organization will develop a new Five-Year Plan once there is increased clarity around revenue expectations beginning in January 2023 and collective bargaining agreements for the Senior National Teams.

As shown below in Chart 6, the surplus/deficits for FY'22 through the end of FY'23 will result in an ending cash and investment balance of \$102.1M versus the initially projected \$50.0M. Higher event revenue from Men's FIFA World Cup Qualifying, slower return to programming due to COVID-19, and cost saving measures in FY'22 are the major drivers.

Chart 6 - Cash and Investment Position

	FY'22	FY'23
Starting Cash and Investments (as of 4/01/21)	127,113,429	132,800,000
Add: Surplus/(Deficit) from Operations*	5,686,571	(30,672,167)
Ending Cash and Investments	132,800,000	102,127,833
 *Includes Investment Income	 4,420,647	 4,137,087

⁴ Federation Operations includes all revenue, full-time personnel expenses, general operating expenses, and administrative costs that are not directly linked to programming



VI. Conclusion

Our FY'23 budget includes key programming initiatives leading up to the 2022 FIFA World Cup in Qatar for the MNT and 2023 Women's World Cup Qualifiers for WNT, significant investment in our Youth and Extended National Teams to ensure performance and development of elite athletes across the player pathway, and higher investments in sport development programming. We are committed to adapting to the current needs of our coaches, referees, members, donors, and fans, while staying focused on future goals.

U.S. Soccer's annual strategic planning process helped create our FY'23 budget, while establishing a roadmap to achieving the Federation's 2030 Goals.

In a few years, the 2026 FIFA World Cup will be on U.S. soil. We have an opportunity now to build momentum around the sport in an entirely new way. The investments we make today will maximize our ability to achieve our mission.

We ask that the National Council approve the FY'23 budget and thank you for your support.

Sincerely,

Lisa Carnoy
Chair, Budget & Finance Committee
U.S. Soccer Board of Directors

U.S. SOCCER FEDERATION FY2023 BUDGET

Financial Summaries



**U.S. Soccer Federation
FY2023 Budget
Financial Summaries
Table of Contents**



Section	Title
1	Revenue and Expense Summary -By Department
2	Revenue and Expense Summary - By Program
3	National Teams Programming
4	Sport Development Programming
5	Commercial, Member, and Other Programming
6	Federation Operations



Revenue & Expense Summary

By Department¹

Department	FY2020	FY2021	FY2022	FY2023	FY23 Budget v FY22 Projected
	Actual	Actual	Projected	Budget	Variance
Revenue					
Commercial & Events	104,954,622	46,524,911	93,233,384	98,144,753	4,911,369
Federation Services	5,723,347	3,865,083	4,573,996	5,576,013	1,002,017
Legal	19,800	88,650	46,350	8,400	(37,950)
NT Staff & Players	6,780,789	25,977	3,192,455	14,000,000	10,807,545
Other General & Administrative	3,405,285	3,632,283	3,489,910	0	(3,489,910)
Sport Development	11,100,622	7,433,234	5,525,845	11,212,045	5,686,200
Sport Performance	3,400,000	944,101	3,400,000	3,400,000	0
Support Functions	1,442,126	12,479,092	4,420,648	4,137,087	(283,560)
Total Revenue	136,826,591	74,993,331	117,882,588	136,478,298	18,595,711
Expense					
Commercial & Events	39,758,987	10,997,300	20,855,259	40,974,176	20,118,917
Committees & Councils	80,039	5,161	71,324	111,000	39,676
Communications	1,337,513	851,752	940,997	1,734,331	793,334
Federation Services	7,943,948	4,097,483	5,566,527	10,796,321	5,229,794
Legal	21,546,519	12,461,459	11,120,053	12,467,293	1,347,241
NT Staff & Players	49,284,651	22,380,962	44,694,862	54,909,171	10,214,308
Other General & Administrative	856,258	287,638	1,224,404	0	(1,224,404)
Sport Development	22,437,156	7,623,544	7,150,330	13,236,951	6,086,622
Sport Performance	10,380,429	6,117,345	10,252,396	23,416,348	13,163,951
Support Functions	11,337,429	8,826,476	10,319,865	9,504,874	(814,992)
Total Expenses	164,962,929	73,649,120	112,196,017	167,150,465	54,954,447
Surplus / (Deficit)	(28,136,338)	1,344,211	5,686,571	(30,672,167)	(36,358,736)

¹ Commercial & Events - Commercial, Development & Fundraising, Digital Analytics, Events, Marketing, Partnership Development, Partnership Marketing

Federation Services - Federation Leadership, Member Programs

NT Staff & Players - NT Admin & Coaching Staff, ENT Players, SNT Players, YNT Players

Sport Development - Coaching Education, Referee Programs, Sport Development Admin, Sport Development Technology

Sport Performance - Equipment Management, High Performance, Sporting Analytics, Sports Medicine, Talent Identification

Support Functions - Finance, Human Resources, Office Administration, Technology



Revenue & Expense Summary

By Program²

Program	FY2020	FY2021	FY2022	FY2023	FY23 Budget v FY22 Projected
	Actual	Actual	Projected	Budget	Variance
Revenue					
MNT Programming	11,948,924	273,702	21,575,201	26,437,496	4,862,295
WNT Programming	35,575,263	773,819	13,824,800	9,887,720	(3,937,080)
Coaching Ed Programming	3,103,038	1,254,651	2,349,707	3,254,200	904,493
Referee Programming	0	0	1,186,317	2,602,846	1,416,528
Other Programming	1,503,523	645,223	458,900	1,391,300	932,400
Fan & Donor Programming	1,506,107	1,067,113	1,479,829	5,955,998	4,476,169
Federation Operations	83,189,736	70,978,823	77,007,834	86,948,738	9,940,906
Total Revenue	136,826,591	74,993,331	117,882,588	136,478,298	18,595,711
Expense					
MNT Programming	17,155,341	5,751,850	23,110,275	40,039,958	16,929,683
WNT Programming	35,580,841	10,217,792	16,320,099	20,671,412	4,351,313
MYNT Programming	4,316,688	869,827	2,785,774	7,266,016	4,480,242
WYNT Programming	4,773,996	46,700	990,692	7,088,828	6,098,136
MENT Programming	2,010,555	208,527	1,206,572	3,091,178	1,884,606
WENT Programming	0	1,130	109,075	1,727,379	1,618,303
Coaching Ed Programming	5,571,457	810,098	1,307,246	4,390,793	3,083,548
Referee Programming	1,064,369	109,622	439,619	895,377	455,758
Other Programming	3,463,535	202,194	1,473,162	3,215,956	1,742,794
Fan & Donor Programming	318,960	28,259	166,341	1,613,211	1,446,870
Member Programming	3,598,608	599,776	2,863,154	4,181,400	1,318,246
Technology Programming	5,165,706	2,517,788	2,369,012	1,867,697	(501,315)
Federation Operations	81,942,873	52,285,557	59,054,996	71,101,260	12,046,263
Total Expenses	164,962,929	73,649,120	112,196,017	167,150,465	54,954,447
Surplus / (Deficit)	(28,136,338)	1,344,211	5,686,571	(30,672,167)	(36,358,736)

² MNT Programming - Non-Game, Camp, Concacaf Gold Cup, Concacaf Nations League, Friendly, FIFA World Cup, FIFA WC Qualifier
WNT Programming - Non-Game, Camp, Concacaf Championship (WOQ), Friendly, FIFA World Cup, FIFA WC Qualifier, Olympics, SheBelieves
MYNT Programming - Scouting, U14 - U20, U23
WYNT Programming - Scouting, U14 - U20, U23
MENT Programming - Centralized Training Program, M/W Power, Beach, Deaf, Futsal, Para
WENT Programming - Beach, Deaf, Futsal, Para
Coaching Ed Programming - Certification + Registration - USSF/Grassroots, Continuous Education, Network Development
Referee Programming - Certification + Registration - USSF/Grassroots, Continuous Education, Network Development, Referee Development
Other Programming - eNational Team, Hall of Fame, SheBelieves Initiatives, Open Cup
Fan & Donor Programming - Development Programs, Insiders Program
Member Programming - Annual General Meeting, Innovate to Grow, Member Program Events & Support, Grant Programs
Technology Programming - Digital Revamp
Federation Operations - all full-time personnel expenses, general operating expenses, and administrative costs



National Teams Programming Detail Report

FY2023 Budget Department	MNT	WNT	MYNT	WYNT	MENT	WENT
	Programming	Programming	Programming	Programming	Programming	Programming
Revenue						
Commercial	137,496	287,720	0	0	0	0
Events	12,300,000	9,600,000	0	0	0	0
Total Commercial & Events	12,437,496	9,887,720	0	0	0	0
NT Admin & Coaching Staff	2,000,000	0	0	0	0	0
SNT Players	12,000,000	0	0	0	0	0
Total NT Staff & Players	14,000,000	0	0	0	0	0
Total Revenue	26,437,496	9,887,720	0	0	0	0
Expense						
Commercial	4,751,940	30,025	0	0	0	0
Digital Analytics	99,376	0	0	0	0	0
Events	7,211,700	4,081,180	0	0	0	0
Marketing	731,088	1,261,367	0	0	0	0
Partnership Development	24,200	28,750	0	0	0	0
Partnership Marketing	185,910	28,750	0	0	0	0
Total Commercial & Events	13,004,214	5,430,072	0	0	0	0
Communications	201,675	122,225	104,740	88,820	77,715	56,100
Total Communications	201,675	122,225	104,740	88,820	77,715	56,100
Federation Leadership	97,420	98,590	16,410	16,410	16,410	16,410
Member Programs	9,825	11,550	0	0	0	0
Total Federation Services	107,245	110,140	16,410	16,410	16,410	16,410
Compliance	235,000	235,000	0	0	0	0
Legal	800	800	3,000	3,000	3,000	1,500
Total Legal	235,800	235,800	3,000	3,000	3,000	1,500
NT Admin & Coaching Staff	2,261,857	1,394,733	2,062,735	1,786,185	575,836	373,506
ENT Players	0	0	0	0	1,541,913	732,533
SNT Players	20,697,290	10,334,998	0	0	0	0
YNT Players	0	0	2,731,715	2,715,395	0	0
Total NT Staff & Players	22,959,147	11,729,731	4,794,450	4,501,580	2,117,749	1,106,039
Equipment Management	762,355	1,015,032	595,563	737,117	388,834	248,380
High Performance	1,580,547	594,007	388,816	439,052	96,070	60,900
Sporting Analytics	117,325	192,700	122,320	122,230	41,735	29,540
Sports Medicine	1,071,650	1,241,705	684,050	628,915	349,665	208,510
Talent Identification	0	0	556,667	551,704	0	0
Total Sport Performance	3,531,877	3,043,444	2,347,416	2,479,018	876,304	547,330
Total Expense	40,039,958	20,671,412	7,266,016	7,088,828	3,091,178	1,727,379
Surplus / (Deficit)	(13,602,462)	(10,783,692)	(7,266,016)	(7,088,828)	(3,091,178)	(1,727,379)



Sport Development Programming Detail Report

FY2023 Budget	Coaching Ed Programming	Referee Programming
Department		
Revenue		
Coaching Education	3,254,200	0
Referee Programs	0	2,602,846
Total Sport Development	3,254,200	2,602,846
Total Revenue	3,254,200	2,602,846
Expenses		
Communications	15,000	0
Total Communications	15,000	0
Coaching Education	4,331,393	0
Referee Programs	0	895,377
Total Sport Development	4,331,393	895,377
Talent Identification	44,400	0
Total Sport Performance	44,400	0
Total Expenses	4,390,793	895,377
Surplus / (Deficit)	(1,136,593)	1,707,469



Commercial, Member, and Other Programming Detail Report

FY2023 Budget	Other Programming	Fan & Donor Programming	Member Programming	Technology Programming
Department				
Revenue				
Development & Fundraising	0	4,910,000	0	0
Events	1,391,300	0	0	0
Marketing	0	1,045,998	0	0
Total Commercial & Events	1,391,300	5,955,998	0	0
Total Revenue	1,391,300	5,955,998	0	0
Expenses				
Development & Fundraising	0	1,166,475	0	0
Digital Analytics	38,890	100,400	0	1,867,697
Events	2,612,702	0	0	0
Marketing	486,824	346,336	0	0
Total Commercial & Events	3,138,416	1,613,211	0	1,867,697
Communications	35,000	0	24,750	0
Total Communications	35,000	0	24,750	0
Federation Leadership	9,820	0	0	0
Member Programs	0	0	4,156,650	0
Total Federation Services	9,820	0	4,156,650	0
Human Resources	32,720	0	0	0
Total Support Functions	32,720	0	0	0
Total Expenses	3,215,956	1,613,211	4,181,400	1,867,697
Surplus / (Deficit)	(1,824,656)	4,342,787	(4,181,400)	(1,867,697)



Federation Operations Detail Report

FY2023 Budget		Federation Operations
Department		
Revenue		
Commercial		13,562,034
Events		4,000,000
Partnership Development		2,480,000
Partnership Marketing		48,430,205
Total Commercial & Events		68,472,239
Member Programs		5,576,013
Total Federation Services		5,576,013
Compliance		2,400
Legal		6,000
Total Legal		8,400
Sport Development Admin		2,355,000
Sport Development Technology		3,000,000
Total Sport Development		5,355,000
Equipment Management		3,400,000
Total Sport Performance		3,400,000
Finance		4,137,087
Total Support Functions		4,137,087
Total Revenue		86,948,739
Expenses		
Commercial		2,251,175
Development & Fundraising		800,031
Digital Analytics		1,683,642
Events		3,245,214
Marketing		3,491,308
Partnership Development		1,485,792
Partnership Marketing		2,963,404
Total Commercial & Events		15,920,566
Committees		94,000
Councils		17,000
Total Committees & Councils		111,000
Communications		1,008,306
Total Communications		1,008,306
Federation Leadership		4,527,169
Member Programs		1,819,657
Total Federation Services		6,346,826



Federation Operations Detail Report

FY2023 Budget	Federation Operations
Department	
Compliance	3,018,667
Legal	8,966,526
Total Legal	11,985,193
NT Admin & Coaching Staff	7,700,475
Total NT Staff & Players	7,700,475
Coaching Education	1,553,589
Referee Programs	2,822,598
Sport Development Admin	432,335
Sport Development Technology	3,201,659
Total Sport Development	8,010,181
Equipment Management	4,466,474
High Performance	1,594,994
Sporting Analytics	1,502,598
Sports Medicine	1,564,144
Talent Identification	1,418,349
Total Sport Performance	10,546,559
Finance	1,103,432
Human Resources	1,664,760
Office Administration	3,455,937
Technology	3,248,024
Total Support Functions	9,472,153
Total Expenses	71,101,259
Surplus / (Deficit)	15,847,480



ANNUAL GENERAL MEETING

2022 | ATLANTA

**Proposed Bylaw
Amendments**

AMENDMENTS TO BYLAW 109

PROPOSERS	US Adult Soccer Association
SUMMARY OF CHANGES	Change the player threshold to be a National Association in the Adult Council from 200,000 players to 150,000 players
RULES COMMITTEE RECOMMENDATION	<ul style="list-style-type: none">• The Rules Committee notes that the language as proposed is confusing because it changes the language that includes “to be a member of the” Youth or Adult Council. That language seems unnecessary. Therefore, the Rules Committee recommends that the following language be removed from the Bylaw: “to be a member of the Youth Council established under Bylaw 312” and “to be a member of the Adult Council established by Bylaw 313.”• The adoption of these amendments would not create a conflict with existing USSF bylaws or policies. Whether or not to adopt this Bylaw amendment is a policy decision for the National Council.

Proposed Amendment to Bylaw 109 (18)

Submitted by: US Adult Soccer Association

I. Proposed Bylaw:

Bylaw 109 (18)

109 (18) "National Association" means an amateur sports organization that:

(A) Conducts soccer programs in which players register and compete in each of at least 26 states of the United States, with at least 1000 players in each of the 26 states, and;

(B) Has at least 200,000 registered youth players in the United States to be a member of the Youth Council established under Bylaw 312 or at least 150,000 registered adult players in the United States to be a member of the Adult Council established under Bylaw 313.

II. Proposed Bylaw Change:

Bylaw 109 (18)

"National Association" means an amateur sports organization that:

(A) Conducts soccer programs in which players register and compete in each of at least 26 states of the United States, with at least 1,000 players in each of ~~the~~ 26 states ~~of the United States,~~ and;

(B) Has at least 200,000 ~~registered youth~~ players in the United States ~~and is a member of the Youth or Adult~~ to be a member of the Youth Council established under Bylaw 312 or at least 150,000 registered adult players in the United States to be a member of the Adult Council established under Bylaw 313.

III. Rationale for Proposed Changes:

It is unrealistic to have the same membership requirements for a Youth National Association and Adult National Association when there is a 4.5 million youth player pool and a significantly less adult player pool.

AMENDMENTS TO BYLAW 401, SECTION 1(C)

PROPOSERS	Athlete Council
SUMMARY OF CHANGES	Establish compensation, including benefits, for the position of U.S. Soccer President
RULES COMMITTEE RECOMMENDATION	<ul style="list-style-type: none">• The Rules Committee notes that the language as proposed removes the current prohibition on compensating other elected officers. If this proposal is adopted, the Rules Committee would recommend the language be amended to include the following sentence: "No elected officer may receive compensation from the Federation except for reimbursement of expenses, compensation as a player on a national team, or as otherwise provided in these Bylaws."• The Rules Committee would also recommend clarifying the proposal slightly as follows: "The President will receive an annual salary of one hundred twenty-five thousand dollars prorated based upon the time served from the Federation for services provided as President for each calendar year they are in office to be paid based upon the Federation's normal payroll. Additionally, the President will be entitled to the benefits package offered to current executives of the United States Soccer Federation."• The adoption of these amendments would not create a conflict with existing USSF bylaws or policies. Whether or not to adopt this Bylaw amendment is a policy decision for the National Council.

PROPOSED BY – The Athlete Council

I. PROPOSED AMENDMENT

Bylaw 401, Section 1(c) – The President will receive a salary of one hundred twenty five thousand dollars from the Federation for services provided as President for each calendar year they are in office. Additionally, the President will be entitled to the benefits package offered to current executives of the United States Soccer Federation.

II. HOW THE BYLAW WOULD BE CHANGED

Current language - No officer may receive compensation from the Federation except for reimbursement of expenses or compensation as a player on a national team.

New language - The President will receive a salary of one hundred twenty five thousand dollars from the Federation for services provided as President for each calendar year they are in office. Additionally, the President will be entitled to the benefits package offered to current executives of the United States Soccer Federation.

III. RATIONALE

The position of President is currently a volunteer position that requires a significant time commitment from the individual in office. The hours and effort required, combined with no compensation, limits the number of viable candidates for the position. The change to this bylaw reflects the need for the individual to be compensated but it is not such an amount that an individual would acquire great personal wealth from accepting the salary or benefits. The President may decline the salary and/or benefits should they so choose.

AMENDMENTS TO BYLAWS 401 & 413

PROPOSERS	John Collins (Board of Directors) & Mike Edwards (Life Member)
SUMMARY OF CHANGES	<ul style="list-style-type: none"> • Reduce President & Vice President term limits from 3 full terms to 2 full terms • Reduce limit for elected officers from 16 years in total to 12 years in total • Reduce service limit to be eligible to run for elected office from 12 years served to 6 years served, made specific to that elected office • Remove transition period related to Section 4 of Bylaw 401 • Reduce limit for voting members of the Board of Directors from 16 years to 8 years, with an exception for elected officers and 10 Year Athletes and including a transition period for sitting directors • Reduce limit for independent directors from 9 years to 6 years
RULES COMMITTEE RECOMMENDATION	<ul style="list-style-type: none"> • The Rules Committee recommends adding the words “four-year” after the word “full” in Bylaw 401 for clarity. • Additionally, the Committee notes that this amendment would remove the exception from term limits for full-time employees of Organization Members. • Lastly, the Committee recommends that the proposed Transition Period be added to the section regarding term limits for the Independent Directors. • The adoption of these amendments would not create a conflict with existing USSF bylaws or policies. Whether or not to adopt this Bylaw amendment is a policy decision for the National Council.

Proposed Amendment to Bylaws 401 and 413

PROPOSED BY: **John P. Collins, US Soccer Board of Directors**
 Mike Edwards, Life Member

I. PROPOSED AMENDMENT:

Bylaw 401. OFFICERS

....

Section 4. No person may be elected to more than two (2) full terms as President or more than two (2) full terms as Vice President. No person may serve more than twelve (12) years in total as an elected officer. A person is not eligible to run for an elected office position if the person has served more than six (6) years in that elected officer position.

~~Section 7. Transition Period. An elected officer at the time Section 4 is adopted who would be otherwise ineligible for an additional term shall not be precluded from being elected and serving one final term.~~

Bylaw 413. ELIGIBILITY

Section 1.

....

(c) No person may serve more than eight (8) years as a voting member of the Board. This limitation does not apply to elected officers or years served by 10 Year Athletes; it does apply to years served by 10 Year+ Athletes. [Transition Period: If at the time this bylaw becomes effective a sitting director(s) has served on the board for more than 8 years, then such director(s) may complete their existing term at which point this provision shall apply to them.

Section 2.

...

(c) No person may serve as an independent director on the Board for more than six (6) years.

II. HOW THE BYLAW WOULD BE CHANGED

Bylaw 401. OFFICERS

....

Section 4. No person may be elected to more than two (2) ~~three (3)~~ full terms as President or more than two (2) ~~three (3)~~ full terms as Vice President. No person may serve more than twelve (12) ~~sixteen (16)~~ years in total as an elected officer. A person is

not eligible to run for an elected office position if the person has served more than six (6) ~~more than twelve (12) years in that as an elected officer position.~~

~~Section 7. Transition Period. An elected officer at the time Section 4 is adopted who would be otherwise ineligible for an additional term shall not be precluded from being elected and serving one final term.~~

Bylaw 413. ELIGIBILITY

Section 1.

....

(c) No person may serve more than eight (8) ~~sixteen (16)~~ years as a voting member of the Board. This limitation does not apply to elected officers, ~~full-time employees of an Organization Member~~, or ~~members of the~~ years served by 10 Year Athletes' Council; it does apply to years served by 10 Year+ Athletes. [Transition Period: If at the time this bylaw becomes effective a sitting director(s) has served on the board for more than 8 years, then such director(s) may complete their existing term at which point this provision shall apply to them.]

Section 2.

...

(c) No person may serve as an independent director on the Board for more than six (6) ~~nine (9)~~ years.

III. Rationale for Proposed Changes:

These proposed amendments to Bylaws 401 and 413 reduce the term limits for directors and officers of the Federation. These amendments are intended to help promote the growth and development of new leaders for our sport. Proper succession planning and ensuring new perspectives are fundamental to good governance and critical to the vitality long-term success of organizations.

In this proposal, the basic term limit is 8 years for a director. This basic limit is then modified three ways.

First, it allows for an individual to continue serving on the board for more than 8 years if that individual is elected an officer (i.e., President and/or Vice President of US Soccer). The term limits for President and Vice President are reduced from three terms to two full terms (i.e., 4-year terms) with a maximum aggregate cap of 12 years if a person serves in both positions. This reduction from 16 years to 12 years is consistent with the reduction from 3 terms to two full terms. Additionally, this proposal clarifies that an officer can serve up to 10 years in any one elected officer position. This clarification and the addition of "full terms" is needed to reflect that the bylaws now require an election to fill partial terms at the next AGM if there is a vacancy.

In addition to promoting good governance, by way of reference these term limits are consistent with the XXII Amendment to the United States Constitution, which created a term limit for the President of the United States and codified the precedent set by General George Washington when he decided not to seek a third term. Moreover, prior to 1998, US Soccer had a 2-term limit for the president.

Second, for Independent Directors the basic term is shortened to 6 years. This limit allows an Independent Director to serve up to two 3-year terms. This reduction for 9 years to 6 years is consistent with reducing the term for non-independent directors. Like other directors, Independent Director may extend their time on the board by being elected President and/or Vice President.

Third, an individual's service on the Board of Directors as a 10-Year Athlete Director does not count against the term limits. The proposal does limit 10-Year+ Athlete Directors to up to only 8-years in that capacity.

Additionally, this proposal eliminates the differentiation between volunteers of Organization Members and full-time employees of Organization Members.

Lastly, these proposed amendments are drafted so that the term limits become effective immediately with respect to any future terms of office. They do not impact the current term of any director or officer. (New York Not-for-profit corporation law prohibits shortening the term of a sitting director.)

AMENDMENT TO BYLAW 511

PROPOSERS	Lisa Carnoy (Board of Directors)
SUMMARY OF CHANGES	Reduce the required Board of Directors approval of the annual budget from 60 days prior to the annual general meeting to 45 days prior to the annual general meeting
RULES COMMITTEE RECOMMENDATION	The adoption of this amendment would not create a conflict with existing USSF bylaws or policies. Whether or not to adopt this Bylaw amendment is a policy decision for the National Council.

**PROPOSED BY LISA CARNOY , TREASURER USSF BOARD OF DIRECTORS AND
CHAIRPERSON OF THE BUDGET AND FINANCE COMMITTEE OF THE BOARD**

I. PROPOSED AMENDMENT

Bylaw 511. YEARLY BUDGET

Section 1. An annual budget for the Federation shall be prepared by the Budget and Finance Committee of the Board and shall be approved by the Board at least forty-five (45) days before the annual general meeting. At least 30 days before the annual general meeting the budget approved by the Board will be submitted to the National Council for its approval

II. HOW THE BYLAW WOULD BE CHANGED

Bylaw 511. YEARLY BUDGET

Section 1. An annual budget for the Federation shall be prepared by the Budget and Finance Committee of the Board and shall be approved by the Board at least ~~sixty (60)~~ forty-five (45) days before the annual general meeting. At least 30 days before the annual general meeting the budget approved by the Board will be submitted to the National Council for its approval

III. RATIONALE

This change will allow for more timely and accurate budgeting closer to the start of the fiscal year.



ANNUAL GENERAL MEETING

2022 | ATLANTA

**Affirmation of Federation
Policies Adopted Since 2021 AGM**

AMENDMENTS TO POLICY 212-3

SUMMARY OF CHANGES	Updates policy to comply with the Center for SafeSport's 2022 version of the Minor Athlete Abuse Prevention Policies (MAAPP)
U.S. SOCCER BOARD OF DIRECTORS	Approved - August 27, 2021

AMENDMENTS TO POLICY 214-2

SUMMARY OF CHANGES	Changes fees for National Associations, National Affiliates, and Other Affiliates who only register active-duty U.S. military personnel from \$10,000 plus per player fees to \$1,000 plus per player fees
U.S. SOCCER BOARD OF DIRECTORS	Approved - August 27, 2021

**USSF POLICY AMENDMENT PASSED AT
AUGUST 2021 BOARD OF DIRECTORS MEETING**

Policy 212-3

► **REDLINED VERSION**

Policy 212-3. U.S. SOCCER ATHELETE AND PARTICIPANT SAFETY POLICY

Policy Statement:

Each Organization Member that is an “**Applicable Entity**” under Title II of the Sports Act as amended by the SafeSport Act¹ ~~or otherwise has or other~~ Organization”), ~~Member with non-~~ professional soccer programs (collectively, “Amateur Organization Members”) in which adult members have regular contact with Minor Athletes 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* Amateur 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 policies~~ that ~~includes~~ include at least a Prohibited Conduct Policy consistent with Paragraph 1, below, ~~an Education and Training Policy consistent with Paragraph 3, below, and prevention policies that comply with the Center’s MAAPP and contain all the requirements and provisions of the model policies included in Appendix A of the Safe Soccer Framework.~~

To allow Amateur Organization Members adequate opportunity to ensure policy changes and compliance, the required policies must be issued by ~~February 14, 2019~~ January 1, 2022, and procedures and communications regarding these requirements must be issued in a manner calculated to effect compliance on or ~~before September~~ January 1, 2019 ~~2022~~, but are nonetheless urged to complete compliance as early as practicable.^{2 1} Effective ~~September~~ January 1, 2019 ~~2022~~, any Amateur 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~~ Amateur 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**”).^{3”}.²

¹ 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.

² The SafeSport Code is available at: <https://www.safesport.org/policies-procedures>.

This policy must apply to all activities under the Amateur Organization Member's jurisdiction and at least to (1) Amateur Organization Member employees and board members; (2) the members of such Amateur Organization Member; (3) amateur athletes who are minors or referees who are minors (collectively, "~~Youth Participants~~Minor Athletes"); and (4) *any* adult individuals the Amateur Organization Member authorizes, approves or appoints to have ~~regular contact~~Regular Contact (as defined in the Safe Soccer Framework) with ~~Youth~~author authority over Minor Athletes (collectively, "Adult Participants ("Participating Adults")."). This policy must also prohibit retaliation against individuals making good faith reports of misconduct.

2. Appropriate Background Screening

~~Covered Organizations~~All Amateur Organization Members with Minor Athletes must implement and enforce a policy that requires appropriate background screening of at least ~~Participating Adults~~adult individuals authorized to have regular contact with or authority over Minor Athletes by the earlier of 1) ~~prior to regular contact~~Regular Contact with a ~~Youth Participant~~Minor Athlete; or 2) within the first 45 days of the ~~Participating Adult~~individual taking on the role giving them access to ~~Youth Participants~~Minor Athletes.

At a minimum, the policy should include screening against applicable sex offender registries in the relevant state and a check against the Amateur Organization Member's suspension database, U.S. Soccer's disqualification list, and the SafeSport disciplinary records available at: www.safesport.org⁴; www.safesport.org³.

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.

3. Education ~~&~~ Training

~~Covered Organizations~~ must implement and enforce a policy (1) requiring education and training designed to meet the Amateur Organization Member's obligations under the this Policy, the SafeSport Act~~to~~

, and the MAAPP for (a) Amateur Organization Member employees and board members and (b) ~~Participating Adults~~Adult Participants who have Regular Contact with or authority over Minor Athletes, in each case as a condition to participation, and (2) subject to parental consent, offer and provide training to ~~Youth Participants~~Minor Athletes. The Policy should require the following:

A. Initial Training for Adults: Core Center for SafeSport Training

The following Adult Participants must complete the SafeSport Trained Core either through the Center's online training or Equivalent the Center's approved, in-person training:

³ Please note that many, if not all, of these references and resources for background screening are publicly available at no cost.

~~Pursuant to USOC and U.S. Center for SafeSport Policy, and as contemplated by the SafeSport Act, Covered Organization i. Adult Participants who have Regular Contact with any amateur athlete(s) who is a minor;~~

~~ii. Adult Participants who have authority over any amateur athlete(s) who is a minor;~~

~~iii. Adult Participants who are employees, or board members and Participating Adults must be required to complete consistent training concerning child abuse prevention, of an Amateur Organization Member.~~

~~Adult Participants who are medical providers required to take training under Section (a) can take the Health Professionals Course in lieu of the SafeSport Trained Core.~~

These policies must require ~~Participating Adults~~ Adult Participants 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 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, with any new Adult Participants~~ to receive initial training upon the earlier of:

- Before ~~regular contact~~ Regular Contact with an amateur athlete who is a minor begins, and
- Within the first 45 days of ~~taking on the either initial membership or upon beginning a new role giving them access~~ subjecting the adult to Youth this policy.

~~Each Amateur Organization Member must track whether its Adult Participants have completed the training required by Section 3.~~

~~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, The above listed Adult Participants must complete a refresher course is required on an annual basis effective, beginning the calendar year following after completing the SafeSport Trained Core. Every four years, Adult Participants will complete the completion SafeSport Trained Core training. Adult Participants who are medical providers can take the Health Professionals Course in lieu of the initial training. The U.S. Center for SafeSport's official SafeSport Trained Core and are required to take the refresher course is available as of October 1, 2018, courses on an annual basis.~~

C. Training for ~~Youth Participants~~ Minor Athletes

~~Covered Organizations~~ Amateur Organization Members with Minor Athletes must – subject to parental consent – offer and provide the U.S. Center for SafeSport’s minor athlete training annually to Youth Participants regarding the prevention of child abuse. ~~Covered Organizations to any Minor Athletes on an annual basis. The Center’s minor athlete training can be found at www.athletesafety.org.~~ Amateur Organization Members with Minor Athletes must track:

- A description of the training(s);
- The date the training(s) was offered and given, and
- A description of how the training(s) was offered and given.

D. Training for Parents

Amateur Organization Members with Minor Athletes must offer and provide the U.S. Center for SafeSport’s parent training to parents of Minor Athletes on an annual basis. The U.S. Center for SafeSport’s parent course is located at www.athletesafety.org.

4. Reporting

~~Covered Organizations~~ Amateur Organization Members must maintain a procedure for reporting misconduct, including violation of the SafeSport Code or the MAAPP, to the ~~Covered~~ Amateur Organization Member and, to the extent required by the SafeSport Act, mandate reporting to appropriate law enforcement authorities, and/or the Center for SafeSport. 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~~ Amateur Organization Member 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~~ All Amateur Organization Members are required to establish reasonable procedures/policies to limit one-on-one interactions between ~~individual Youth Participants~~ Minor Athletes and any Adult Participant who is not their legal guardian (“Prevention Policies”). These procedures/policies must ~~include athlete prevention policies~~ comply with all requirements of the Center’s MAAPP and must contain all the required elements of the model policies included as Appendix A to the Safe Soccer Framework. The policies must address the topics below by February 14, 2019/January 1, 2022, and require full compliance with MAAPP policy requirements by September 1, 2019/the same date:

- One-on-One Interactions, including meetings and individual training sessions

- ~~Massages~~Athletic training modalities, massages and rubdowns
- Locker rooms,~~rest rooms,~~ and changing areas
- ~~Social media and electronic~~Electronic communications
- ~~Local travel~~
- ~~Team travel~~
- Transportation and Lodging

A. ~~Minor athletes~~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.⁵ 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.~~

All athletes turning 18 who still meet the threshold for Regular Contact or authority must complete the SafeSport Core training, and must comply with the Prevention Policies herein, absent the Close-In-Age exception which may apply to the enforcement of Prevention Policies only.

B. Implementation

The mandatory components set forth in the model policies contained in Appendix A of the Safe Soccer Framework set a minimum standard ~~and comply with the Center's MAAPP requirements.~~ In implementing the required policies, ~~a Covered~~an Amateur Organization Members may choose to implement a policy that is stricter than the ~~Model Policy~~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 procedure sufficient to meet such requirements.~~

6. Enforcement

A. By Organization Members

Each ~~Covered Organization and Amateur~~ Organization Member ~~that qualifies as an amateur sports organization under 36 U.S.C. § 220501(b)(3)~~ must enforce its Athlete & Participant Safety Policy and Prevention Policies, consistent with the SafeSport Act ~~and the Center's MAAPP.~~ 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 Amateur Organization Member's process pursuant to U.S. Soccer Bylaw 704.

~~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 Amateur Organization Members with this policy. Failure of any Amateur Organization Member to issue and implement the policies required by this Policy 212-3 will constitute a violation of Bylaw 212 Section 1.

**USSF POLICY AMENDMENT PASSED AT
AUGUST 2021 BOARD OF DIRECTORS MEETING**

POLICY 214-2—Membership Fees - (All Figures in United States Dollars (\$))

REDLINED VERSION

Section 4.	National Affiliate Organizational Fee	\$10,000 <u>(\$1,000 for Organization Members that only register active-duty U.S. military personnel)</u> plus
	Youth Player Fee	\$1 per player
	Adult Player Fee	\$2 per player
	U-20 League Player Fee	\$1 per player
Section 5.	National Association* Organizational Fee	\$10,000 <u>(\$1,000 for Organization Members that only register active-duty U.S. military personnel)</u> plus
	Youth Player Fee	\$1 per player
	Adult Player Fee	\$2 per player
	U-20 League Player Fee	\$1 per player
(*per player fees are paid only for players that have not been registered directly with the Federation by a State Association Member)		
Section 7.	Other Affiliate Organizational Fee	\$10,000 <u>(\$1,000 for Organization Members that only register active-duty U.S. military personnel)</u> plus
	Youth Player Fee	\$1 per player
	Adult Player Fee	\$2 per player
	U-20 League Player Fee	\$1 per player

