



EVERYONE'S GAME

PROGRESS PLAN

A WAY FORWARD



Soccer in the United States is at an inflection point.

In the two-plus decades since the World Cup came to the U.S., MLS launched, and our Women's team won the first Women's World Cup, we have made tremendous strides as a soccer nation. But now—to ignite the next phase of growth—we need new vision and new leadership. The U.S. Soccer Federation has risen with the tide of interest of the game in the U.S., generating record profits and an impressive surplus. Yet while riding that financial wave, it has also lost touch with the grassroots soul of the sport, failed to invest in success at all levels of the soccer pyramid, and, most importantly, overlooked the critical role of its membership in helping build an enduring soccer culture.

Over the past several months, I have traveled the nation and have spoken with hundreds of U.S. Soccer members, coaches, athletes, administrators, referees, and fans. From these conversations, it is clear that the Federation is failing to adequately serve its members. Our nation is full of association and club leaders, coaches, players, and parents who love this game—many of them have devoted their lives to helping grow it. Yet in the absence of the right kind of leadership, their efforts are often either at cross-purposes or undercut by confusing direction from the top. You can see this most clearly in our youth game, where the inability to build both an inclusive base and a clear path to elite training has created rampant market confusion for players, parents, and clubs. If we fail to solve this, the failure of our men's team to qualify for Russia will be a nightmare we relive in the near future.

How did we get here? With too much top-down, unilateral decision making, too little soccer expertise, and too much favoritism and intimidation at the expense of openness, equality, and merit. From my conversations with the membership, these themes have come up again and again. I've heard them in reference to decisions like the hiring of Jurgen Klinsmann, the changing of birthday policies for youth registration, and the

widespread perception that the standing of individuals and associations in our soccer family has less to do with merit and more to do with the favor of those at the top. We need not just a new leader but a culture change in leadership, a new approach that is inclusive, transparent, and empowering.

That is what I intend to bring to the Presidency. It is in that spirit that I present the ideas below. Based on my conversations, these are all ideas and policies worth exploring (or, in some cases, continuing to pursue). But I would not presume that anything I'm presenting couldn't be improved by further discussion and feedback—both from those who support these ideas and those who disagree with them. I also realize that many of these proposals are significantly more detailed than any yet offered by other candidates and that, in getting more specific, I'm opening myself to criticism.

That's the point. Anyone who can't handle such an open dialogue isn't, in my view, qualified for the job. Win or lose, ultimately, what is most important to me is that the best ideas for growing our game are out in the open and openly discussed. I look forward to engaging with delegates, fellow candidates, and fans in the weeks leading up to February 10th.

Transparency

U.S. Soccer must be a global beacon for honesty, transparency, and good governance—a model for other federations and for FIFA itself. It is clear to me from my conversations with members that we are falling short of this standard, especially when it comes to the relationship between SUM and the USSF. I have a lot of respect for the leadership of these organizations and their contributions to the game in this country. But the reality is that the current leadership seems blind to how much of a liability these perceived conflict of interests are. Too often, reasonable questions about the relationship are met with dismissive responses along the lines of, “You should be thanking us.” That approach does not serve the interests of the broader U.S. Soccer membership and threatens the harmony of our Federation going forward.

What follows are a number of proposals related to transparency and governance. They are all extensions of an overall policy change I would bring to office: To the extent allowable by law and fiduciary duty, I will propose bylaw changes aimed at making all board business transparent to the membership. This would include recordings or transcripts of all sessions—including recent ones like the discussion of U.S. national team coaching hires—and third-party studies that should be of significance to the membership broadly, such as the 2016 McKinsey study on governance.



- + **Hire independent firm to conduct and publish audit on USSF to analyze how the Federation is currently allocating resources and personnel to execute on its goals. Specifically, the audit will:**
 - > Help define decision/execution flow chart
 - > Confirm the existence of appropriate and effective executive checks and balances
 - > Best practices comparison to other 501c3 organizations/USOC Associations/International Federations, to the extent possible drawing on findings from the recent McKinsey study on governance, which has not been shared with the membership.
 - > Analyze spending over the last 5 years
 - > Analyze realized ROI over last 5 years
 - > Examine all active and pending sponsorships/deals/endorsements (i.e., SUM, NIKE, Coca Cola and other official sponsors)
- + **Embark on a “listening tour” across US during first 60 days in office to get feedback from stakeholders and soccer fans alike on our plans to improve the accountability and integrity of our governance.**
- + **Make the USSF President a paid position by repealing Bylaw 401, Section 1C**
 - > Professionalizing the role will:
 - Increase quality and quantity of candidates
 - Enhance member services by making the Federation a full time priority
 - Create accountability and transparency currently lacking in the role
 - Improve merit based reelection
- + **Technical Decisions**
 - > Hire Technical Director
 - > Create Captains Council: a diverse group with technical expertise from each level to help make holistic soccer suggestions and advise on technical decisions (Former players, coaches, trainers)
 - > Review contracts and hiring process for last 3 Men’s & Women’s NT coaches
 - > Empower the technical staff and integrate associations through DOC’s & Regional GM’s
- + **Hire Grassroots Director & Chief Diversity Officer**
 - > Revive the diversity task force, which was disbanded this past year due to the member’s frustration with the USSF Leadership’s inattention.
- + **Create a Domestic Resolution Committee. (DRC)**
 - > Full time staff that rules over special dispensation, waivers, disputes & solidarity/training reimbursement fees
- + **Bylaw Reform and policy suggestions**
(More at end of document)
 - > Remove language exempting constituents & affiliates from being included in U.S. Soccer Conflict Of Interest Policy
 - > **Every Dime, Online, in Real Time:** Income and expenditures must be posted online as soon as the records are available and verified. Checkbook register
 - > **Contracts:** All contracts between USSF and 3rd party vendors over \$100K posted online
 - > **Bidding:** Open bidding process and online disclosure of all bids on contracts exceeding \$100k online
 - > **Executive Transparency:** Statement of economic interests & tax returns for USSF President, senior executives, and board members posted online
 - > **Compensation:** Salary and benefit packages for all USSF employees (exceeding \$75K), professional coaches, scouts, and players posted online annually
 - > **Mandatory Gift Disclosure/Ban:** All senior staff with contract decision-making authorities and board members must disclose all gifts in excess of \$50 from any party online. All gifts that may create a conflict of interest are prohibited.
 - > **Member Ticket Transparency:** Institute either clear merit-based or randomized process for offering team access, field access, seats, etc. to USSF members and member organizations for USSF-hosted matches.
 - > **Regular Press Availability:** Minimum of bi-monthly public press conferences by USSF President, Men’s and Women’s team coaches and technical directors
 - > **Ticket Pricing Transparency:** Disclose all USSF ticket sales, revenue and pricing policies to the general public, fan clubs, resellers. Disclose any tickets gifted to any party, and ban on the resale of tickets gifted to USSF employees and board members
 - > **Lobbying Disclosure:** Online transparency of any lobbying activities or lobbying contracts of state and local government officials or other international soccer federations
 - > **Annual Transparency:** Budgets, audits, and tax disclosures posted online after board approval
 - > **Partner Entity Transparency:** Push for full transparency of partner entities, such as “United Bid Committee” for 2026 World Cup



Equality

U.S. Soccer should lead, not follow, the nation in establishing and demonstrating equality, inclusiveness, and fairness—and not just because it’s the right thing to do. It’s strategically essential to growing our soccer culture and improving our success on the field. There are some obvious and long-overdue ways of doing this, like removing gender pay gaps and improving our outreach to communities currently underserved by the Federation, but there are also innovative ways of applying the concept of equality to U.S. Soccer itself, to treat ideas from all levels of the federation as equally important and encourage their dissemination and adoption throughout the nation. My proposals on equality will move the federation toward gender equity, empower a new Chief Diversity Officer, and ignite innovation and participation at the grassroots level.

- + **50/50 Goal. Aim for merit-based culture by moving us to a gender equal board/executive staff by 2022**
- + **Renegotiate CBA's recognizing importance of fairness and equality for our top athletes**
 - > We should approach upcoming rounds of CBA negotiations with both the USWNT & USMNT player associations (or a joint association as players in some other nations have pursued for the joint benefit of both teams) with a recognition that the tone we set with those who wear our colors impacts the tone throughout the federation. While there will necessarily be unique aspects of each negotiation, fairness needs to come to the table as a principle.
- + **Improve Latino Outreach**
 - > Spearheaded by Chief Diversity Officer
 - > Retain marketing firm specializing in Latino Consumers
 - > Earmark 10% of annual budget towards Latino Initiatives focused on coaching education, insurance for adult leagues, field construction
 - > Create USSF Social Media: U.S. Soccer Latino handles that provide information and other communications in Spanish
- + **Ensure equal access to facilities, to coaching, and to development resources (e.g., coaching courses) irrespective of gender, race, ethnicity, & sexuality**
 - > DRC, together with 3 Independent Directors from minority organizations, will oversee
 - > Retain diversity education company to provide support & education for clubs to create safer locker room environments
- + **Lower cost of acquiring coaching licensing**
 - > Build off Indiana Youth's Coaching Education Model. Making coaching courses free by charging each player \$3 more on their registration fee while simultaneously removing unnecessary consumer costs to mitigate price increase
- + **25% of the USSF budget committed to the bottom of the USSF pyramid: grassroots, low-income areas and recreation**
 - > Growth-oriented spending on architecture, design, education, coaching, & youth development
- + **Support Grassroots**
 - > Over/Under Initiative to turn inner-city basketball courts into dual-sport courts by putting goals under the hoops. (Deck Attached)
- > Support and supplement U.S. Soccer Foundation's Everyone's Game initiative by further strengthening municipal relationships & programs
- > Create the 2026 Fund. \$1 from every U.S. Soccer, MLS, USL, NWSL & NASL ticket sold until 2026 will go into Everyone's Game Fund to help offset the cost of play for underprivileged communities
- > Assign Regional Program Directors who report to Grassroots & Diversity Directors
 - Responsible for schools within their territory. They will rotate through school facilitating futsal play and coaching education
 - Build municipal relationships to inspire local soccer initiatives and design
 - Conduct market research to provide best practices suggestions for other regions
- > Increase support for programs targeting players with disabilities
- + **Create Member Incubator Task Force**
 - > Develop and implement dedicated team for elevating and sharing best local initiatives across the federation (i.e., Alabama's "Start Healthy" program or Indiana's free coaching initiative.)



A background image showing a soccer game in progress. In the foreground, a player's legs and feet are visible, wearing green socks with a black patch, yellow and white striped socks, and black cleats. A white soccer ball is on the grass to the right. In the background, other players in green and purple jerseys are visible on a grassy field under bright sunlight.

Progress

All of the success of U.S. Soccer over the last two decades has too often been measured in revenue gains and balance sheets. Of course the Federation needs to grow financially in order to grow in reach and influence. But when I look at the current account surplus, I don't see a triumph: I see lost opportunities. I see grassroots programs underfunded, ticket prices that exclude fans, female coaches and athletes not rewarded appropriately, a World Cup missed. We need leadership that judges the success of our ventures not by the number of zeroes in the bank account but by clear metrics of our growth as a soccer nation.

Getting this right starts by repairing the fractured (and sometimes fractious) relationships between the federation and its membership. We need to empower our state associates and other stakeholders and remove the confusion and competition that prevents everyone from rowing together effectively. We also need to refocus on the fun of the game at all levels—from youth to adult, from amateur to pro—to make sure that a pursuit of wins doesn't undermine our love of the game. Doing this will take investment, and we will need to look for ways of growing our soccer culture through both commercial expansion of current revenue streams and bold new ideas, like plans for opening the system to encourage more investment at all levels of the game. Finally, we need a president who can be out there in the media and the culture broadly, bringing our game the attention it deserves.

+ Empower our State Associations

- Attend and support the quarterly meetings already taking place between US Youth Soccer, US Club Soccer, AYSO & SAY
- At least one meeting a year must have President, CEO & Technical Director all present
- TD must attend every meeting in person or by video/voice conferencing.

+ A comprehensive review of all mandates; repeal, if necessary, those detrimental to local organizations

+ Create a best practices & collaboration agreement between USYSA, AYSO, SAY, USCS

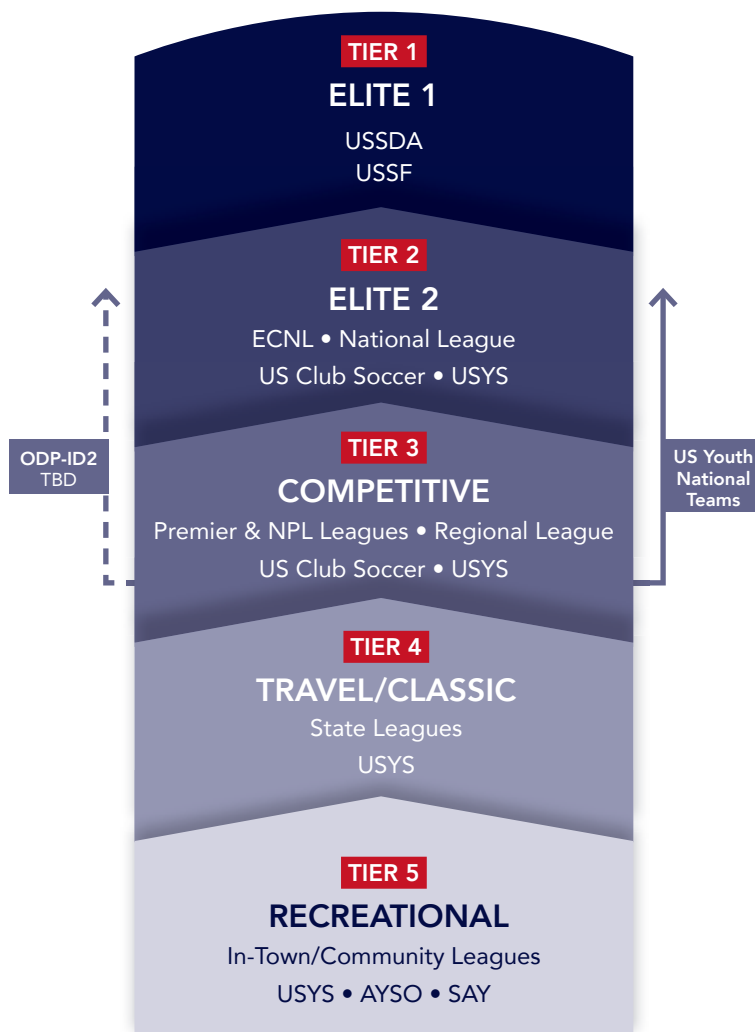
- Agree on mutually beneficial antitrust restrictions
- Nationwide coaching, refereeing standards
Special consideration through (DRC)
- Create escalating fine structure for breach of agreement (Judged by DRC)
- Institute market entry requirements for the creation of new youth entities.

+ Clarify the Youth Player Path

- Return to Recreation
 - SOCCER SMILES Campaign (*Deck attached*)
 - Marketing campaign to put the fun back in the game. Health and Wellness approach to the membership that just wants to play!
 - Hire Recreational Director within USSF
 - Eliminate birth chart at U13 Recreation and below
 - Engage with YMCA, Church Groups and unaffiliated groups to improve community outreach and player retention
- Use Best Practices & Collaboration agreement to optimize and integrate the current youth soccer structure: DA, USYSA, USCS, SAY AYSO
 - Reduce cost through USSF Surplus/Partners/Private Investment subsidies
 - Reduce cost by minimizing travel. Create a competitive system focused on local play
 - Create a Club Rating system based on performance/environment metrics that qualifies teams for grants/training reimbursement/solidarity payments based on hitting youth development milestones
 - Encourage optimal development standards with “passing up.” This system will decrease player acquisition/retention infighting by creating a meritocracy based on performance not results. It will eliminate the market confusion driving up prices and stressing out the consumer

- Youth Soccer hierarchy is essential but only if based off mutual agreement. Once set the requirements and objectives of each tier will be democratically enforced by DRC (Figure 1a)
- Partner with cutting edge sports technology firms
 - For example, there are a number of companies who can help add or supplement the work being done streamlining registration and data aggregation
 - Partner with cognitive training company
Kids spend more and more time on their phones and absorb knowledge in different ways. There are online platforms, like a Rosetta Stone of Soccer, that supplement players coaching with visualization aids. These methods are scientifically proven to improve a players executive functions helping them to make better in-game decisions

U.S. SOCCER YOUTH PLAYER PATHWAY



+ Support and clarify adult leagues. Build a bridge from youth game so Adult Soccer becomes catchall for the non-elite youth or late-bloomers

- > Listening tour during first 60 days in office
- > Define a pathway similar to youth system
- > Support the creation of 3 Tier Structure being implemented by USASA through USSF resources. Regulate the structure through DRC
- > Hire an Adult Director to liaise with Adult Association Heads/Directors
- > Quarterly meetings with President, CEO, Adult Director and Regional GM's/TA's
- > Increase membership
 - Attract unaffiliated by lowering fees and allowing for proof of insurance for teams/facilities already covered. Offer new membership incentives waiving fees and covering 1st year of insurance
 - Do not require origin of birth for registration
- > Discuss a return to the "handshake agreement" where Adults cannot lose field rights due to youth rescheduling
- > Give Ref program back to Adult Soccer
 - Let USASA run their own ref program and keep fees to be reinvested in lowering membership cost and funding ref education courses.
 - Create an Adult/Youth Ref Sharing Agreement where refs are in central pools with rating system to help assign refs to appropriate competition levels. It will help keep cost down for adult leagues while providing valuable adult game experience for referees aspiring to coach at higher levels. For those without higher aspirations, they can make sure they are getting the bulk of their assignments at the preferred level.
- > Create Youth/Adult leagues
 - We can minimize youth soccer travel by supplementing their game schedule with participation in adult leagues. Will also improve talent identification in the Adult Leagues

+ NWSL Growth

- > Build off of the momentum and strategy created by Dan and Sunil to further encourage the strength of Women's Professional Soccer
 - Encourage ownership and or profit share percentage to requirements for expansion qualification for MLS Franchises
 - Support profit sharing pool between MLS/NWSL
 - Better align interest and risk of independent & affiliated with regular joint meetings to discuss unique challenges and successes

+ Professionalize Paralympic Soccer

- > Pay our athletes: 8 of top 10 nations pay their players
- > Build ProPara: Over half of the nations with Paralympic National teams have National Championships. Our best athletes are currently retiring at an average age of 24 due to the lack of these professional pathways
- > Explore the creation of residency programs to put the U.S. on the same level as our international competitors



+ Grow and professionalize Beach and Futsal under USSF

- Recognize importance of both of these games in developing critical skills and technique that crosses over to developing talent in all forms of the game
- Establish pay philosophy and compensation levels for athletes that makes representing our nation financially viable
- Invest in our coaches and coaching programs, and create dedicated staff positions to growing these programs
- Invest in women's programs, including development of women's national teams
- For Futsal, clarify governance of the game with USSF, bringing various parties to the table to clear up market confusion. Promote closer collaboration between US Pro Futsal and the USSF
- Create ambassadors programs to bring national team athletes to youth association-organized events and clinics to promote interest and participation at the youth level
- Explore options for expanded centralized professional training, including facilities at national training centers.
- Expand calendar for Beach Soccer team to get more games in each year

+ 2030 Project: A potential roadmap to an open Professional Soccer League

- 12 year strategy for creating an open tiered professional structure
 - Freeze MLS, USL, NASL & Adult League expansion starting in 2024
 - Transition single entity contracts & home offices responsibilities to clubs by 2024 deadline
 - Aim to be on European Competition Calendar with Winter Break in next 5 years
 - Allow Promotion & Relegation between USL & NASL from 2024-2030
 - Start bidding Summer of 2026 for 6 year escalating TV contract linked to accelerators for rights to top division for 2030-2036 seasons
 - Start bidding Summer 18 for 6 year NASL & USL TV contract for 2024-2030 seasons
 - Open system to Adult Leagues in 2038 to create 6 tiered Professional Soccer League (Any creation of clubs after 2024 deadline will be recognized as "Non-League" without possibility of promotion into Professional Soccer League)



+ Coaching Education Assessment

- Lower cost of coaching license. It's one of the most expensive in the world and through our surplus and rollback of initiatives handicapping State Associations we can offer more affordable solutions
- Offer courses in more locations and revamp DCC to create a more coordinated coaching database
- Discuss the pros/cons to change in path from E-A License. Recent change creates a barrier at C level which may have prevented some of our most successful coaches from obtaining the requisite credentials for the elite level
- Current change offers shorter courses and less assessment (red or green checklist rather than 200 point assessment), which may increase coaching numbers but decrease competence
- Assess the program before and after the recent coaching director change. (Look to Double Pass to report on this)
- Ensure coaching course alterations and policies do not encroach on the associations' ability to fund their own programs by reinvesting their profits back into the courses
- Create partnership with United Coaches to establish a more coordinated approach to offering education that holistically covers the range of coaching careers

+ Commercial Expansion – The continued growth and expansion of the financial success of U.S. Soccer is a critical component for the future success of the sport. A strong and expanding financial base will allow for the required significant investment back into the game across all segments: professional, adult, and youth. This required investment includes upgrading of and building of new youth and adult community facilities, equal pay for women in the professional game, subsidizing coaching courses, offering grants to “conveyor belt” clubs, and generally chipping away at the pay-to-play model.

- > Succession plan for Dan Flynn
- > An independent audit of business strategy in conjunction with Double Pass assessment.
- > Open, competitive bidding for all branding/ licensing deals and partnerships
- > Strategic re-evaluation of current media and marketing approaches
- > Build off the momentum of Training Center in Kansas City by designating two National Stadiums to increase game revenue and develop intimidating “home field” atmosphere commensurate with our competitors
- > Discuss benefits of relocating U.S. Soccer Headquarters to NYC Area
 - NYC is the center of the U.S. soccer deal-making world. Re-location could improve exposure and access to commercial entities while simultaneously solving the need to increase staff. It may also lower overhead freeing up funds to be redistributed to worthier line items

+ Create a mentorship program for current or retiring Pros who are transitioning out of the professional game

- > Solicit more feedback from retired players and increase accessibility of USSF committees
- > Offer guidance counseling for current players to create a bridge to management, coaching, refereeing, media careers after they are done playing.

+ Referee Review & Rebrand

- > Community outreach to connect with kids and local leaders to reshape the way we look at the referees career path
- > Create player/ref initiative to offer training and education for players coming to end of elite soccer path

+ Create a U.S. Soccer Ambassador program.

Suggested ambassadors:


- > **Diversity:** Herculez Gomez, Danielle Slaton, Hugo Perez
- > **Urban Outreach:** Edson Buddle, Clint Denspey
- > **Health and Wellness:** Brian McBride, Mia Hamm
- > **LGBTQ:** Robbie Rogers, Megan Rapinoe
- > **Sports Science:** John O’Brien, Stu Holden
- > **Fan Experience:** Frankie Hejduk, Heather O’Reilly
- > **Overseas Support:** Heather O’Reilly, Landon Donovan, Tim Howard
 - Create a network for players who have or are considering playing abroad. Also author a “going abroad” document with Landon, Tim & others who have seen the challenges of playing overseas.



U.S. Soccer Federation and U.S. Soccer Foundation Present



Soccer **M**ust **I**nclude, **L**ove, and **E**ducate

A photograph of a soccer ball with red and white panels resting on a green grassy field. In the foreground, a blue chain-link fence is visible, slightly out of focus. The background shows a concrete curb and some fallen leaves. The image is overlaid with a green diagonal shape on the left and an orange diagonal shape on the right.

In the past eight years, the number of kids
playing soccer has dropped

25 percent.

Aspen Institute State of Play 2017

WHY?


They aren't having fun anymore!
The kids are NOT alright.

We have professionalized Youth Soccer, creating a stressful and competitive environment at the stage where kids and their parents should be enjoying the experience the most.

This is happening at younger and younger ages pushing large numbers of participants out of the game and keeping even larger numbers from ever starting to play.

The high cost and focus on winning has taken the joy out of the game and made playing our beautiful game a chore rather than fun.





In a country with no shortage of sports alternatives we lose future soccer talent but more importantly kids lose access to the sport best designed to benefit their health and wellness.

Benefits of Youth Soccer

Decreased Risk of Obesity



Soccer for Success

Increased Social Interaction



University of Copenhagen, Soccer improves health, fitness and social abilities

Increased Physical Activity as Adults



Physiology & Behavior: Effects of early-onset voluntary exercise on adult physical activity and associated phenotypes in mice




To create a vibrant soccer culture and instill the benefits of playing in our youth,
**we need to put the
SMILE back in soccer.**

Youth soccer should welcome kids with open arms by teaching them a fun, healthy game they can play for life.

Soccer is Everyone's Game!

The SMILE Campaign will reestablish soccer as a community game with fun as its foundation.

We'll make soccer more inclusive and more engaging—without unnecessary early competitiveness.



Millions of kids of all races and genders, and from every corner of the US, will have a place to play a game they will love the rest of their lives.

Over the next 4 years, the SMILE Campaign will:

- Build & upgrade local facilities to provide places to play
- Increase educational and afterschool programs
- Provide free clinics and seminars for parents and kids to educate & excite




**Now is the time to make soccer
everyone's game and help
its players SMILE again.**



Kyle Martino | 2018



BRINGING SOCCER
TO THE CITY



What if the next **Ronaldo** or
Mia Hamm is right here in America,
but we never find them because
they don't have access to the game?

Access to soccer fields is one of the biggest challenges for soccer's growth in America.


Most soccer fields are in the suburbs, making it difficult for inner city kids to play the game. Without fields, kids won't give soccer a chance.

NYC:  **550**
basketball courts

vs.

 **60**
soccer fields





**When you travel the cities in
South America and Europe,
you notice one thing about
basketball courts:**

**THEY ALL HAVE
SOCCER GOALS
UNDER THE HOOP.**

Over/Under is a new initiative to upgrade our cities' basketball courts into dual-sport basketball and soccer courts.

By adding soccer goals under basketball hoops, we can instantly improve American kids' access to soccer.

THROUGH THIS PLAN WE WILL

- Make soccer facilities available to millions of inner city kids.
- Encourage creativity and free play among American boys and girls with a low-cost, high-impact option for cities.







Soccer is a vehicle for equality, entertainment and opportunity.

Help us reach our goal of bringing the game to millions of kids in our inner cities. Together we can use our game to grow tomorrow's leaders.

A close-up photograph of a person's arm holding a flag. The flag is divided into two main sections: a bright yellow section on the left and a vibrant red section on the right. The person is wearing a black long-sleeved shirt. The background is a blurred green field, suggesting an outdoor setting like a sports field. A white rectangular box is overlaid on the left side of the red section of the flag, containing the text 'Bylaw Reform Suggestions' in a dark blue, sans-serif font.

Bylaw Reform Suggestions

BYLAW 401, SEC 1, LETTER C

No officer shall receive compensation from the Federation..."

- + Repeal to pay president and other officers who will work in a full time capacity.

BYLAW 401

Officer Eligibility

- + Make all state associations publish who they are nominating or whether they are abstaining

IMPORTANT NOTE:

The nomination process is NOT part of the Bylaws. It was approved by the Nominating and Governance Committee in September 2017 and therefore could also be changed through that Committee.

BYLAW 312, BYLAW 313, BYLAW 314, BYLAW 321

Youth, Adult, and Pro Council

- + The Federation should publish all names of Youth, Adult and Pro Council members within 30 days of any changes to those bodies

BYLAW 105, SEC 2/3

No discrimination on race and gender

- + Mandate an Annual Gender Report regarding participation, pay, investment, & staffing.

BYLAW 402

General Responsibilities of Federation Officers

- + Clearly enumerate how "Key Positions" (e.g., USMNT and USWNT coaches, Technical Director?) will be selected

IMPORTANT NOTE:

Would need to outline the committee of experts that vets candidates and then submits to Board for approval in Bylaw 431 (See below)

- + Outline all personnel appointments under the purview of the USSF President, including which appointments need approval from the Board

BYLAW 412, SEC 8

Appointment of Independent Directors

- + Increase transparency around process for appointing BoD members by outlining criteria used to identify, vet, nominate & appoint.

Initial draft produced at Everyone's Game Soccer Summit by 24 People with diverse soccer/media/business backgrounds.

This Progress Plan also includes contributions from several Youth and Adult State Associations and was paid for by fans and stakeholders motivated by a desire to see the growth of soccer in the US. Record of donations can be found at www.gofundme.com/everyonesgame