



**Colorado Soccer Association
Annual General Meeting
January 29, 2022**

Contents

- I. Order of Business
- II. Credentials and Minutes
- III. Committee Reports
- IV. Financial Report
- V. Proposed Amendments of Bylaws
- VI. Election of Officers and Directors

**Colorado Soccer Association
Annual General Meeting
January 29, 2022**

Order of Business

- I. Roll Call
- II. Credentials
- III. Approval of Minutes
- IV. Written Reports from Officers and Standing Committee
- V. Ratification of Board Action
- VI. Unfinished Business
- VII. Consideration of Proposed Amendments of Bylaws
- VIII. Election of Officers and Directors
- IX. New Business
- X. Adjournment

Credentials and Minutes



PLAYER REGISTRATION

2021-2022

1/29/2022

CLUB NAME	ADVANCED	DEVELOPMENTAL	TOTAL PLAYERS	VOTES	WEIGHTED VOTES
ARSENAL	667	2024	2691	7	0.102
ASPEN	0	0	0	0	0.000
B-ELITE - CO SPRINGS	134	68	202	2	0.029
B-ELITE - DENVER	225	71	296	2	0.029
BEAR CREEK	184	134	318	2	0.029
BOULDER COUNTY	1085	795	1880	5	0.073
BRIGHT STARS	0	0	0	0	0.000
BROOMFIELD	806	1248	2054	6	0.088
BVB INTERNATIONAL	158	17	175	2	0.029
CANON CITY	97	0	97	1	0.015
CASA	322	42	364	2	0.029
CHAFFEE	89	0	89	1	0.015
CHIVAS DENVER SOCCER	58	37	95	1	0.015
CISA	91	0	91	1	0.015
CITY OF WHEAT RIDGE	0	241	241	2	0.029
CLUB AMERICA	52	0	52	1	0.015
CO ELEVATION	458	120	578	3	0.044
CO HAWKS	110	0	110	2	0.029
CO ICE	286	792	1078	4	0.059
CO IGNITE	127	189	316	2	0.029
CO MTN UNITED	0	172	172	2	0.029
CO RAPIDS	3083	7213	10296	10	0.146
CO RUSH	1313	763	2076	6	0.088
CO UNITED	899	3138	4037	10	0.146
CRESTMoor - CRANMER	337	275	612	3	0.044
DELTA	0	423	423	2	0.029
DENVER KICKERS	333	172	505	3	0.044
DURANGO	0	371	371	2	0.029
ETHIO WALYA	0	71	71	1	0.015
FC BRIGHTON	101	86	187	2	0.029
FC COLORADO	60	11	71	1	0.015
GLENWOOD	31	204	235	2	0.029
GRAND JUNCTION	196	923	1119	4	0.059
GUNNISON P&R	0	66	66		0.000
HIGH COUNTRY	144	320	464	2	0.029
HIGHLANDS RANCH	0	447	447	2	0.029
INDIOS	101	10	111	2	0.029
INTERMOUNTAIN (GRAND COUNTY)	99	144	243	2	0.029
KICK2BUILD	0	0	0		0.000
MONTROSE	0	112	112	2	0.029
NORCO RUSH	188	42	230	2	0.029

OURAY	0	0	0	0	0.000
PAGOSA	0	0	0	0	0.000
PALMER DIVIDE	141	108	249	2	0.029
PARACHUTE PARKS AND REC	0	0	0		0.000
PIRATES	52	10	62	1	0.015
PRIDE	854	2803	3657	9	0.132
PUEBLO RANGERS	230	880	1110	4	0.059
REAL CO	1054	1724	2778	7	0.102
REAL CO EDGE	773	1525	2298	6	0.088
RIVERSIDE	30	0	30	1	0.015
ROARING FORK	90	484	574	3	0.044
ROCKY MOUNTAIN	134	110	244	2	0.029
SKYLINE	425	1840	2265	6	0.088
ST VRAIN	357	1150	1507	5	0.073
STEAMBOAT	249	327	576	3	0.044
TELLURIDE	0	234	234	2	0.029
THUNDER MOUNTAIN	0	290	290	2	0.029
TRI-CITY	0	0	0	0	0.000
UNITED SC (THOMPSON)	252	31	283	2	0.029
VAIL	233	32	265	2	0.029
WEST ELK	0	176	176	2	0.029
WESTMINSTER	506	1149	1655	5	0.073
WHEAT RIDGE AVALANCHE	286	51	337	2	0.029
WINDSOR WARRIORS AFC	0	0	0		0.000
WOW FC	79	53	132	2	0.029
TOTALS	17579	33718	51297	174	2.545

ADULT LEAGUES		PLAYERS	VOTES	WEIGHTED VOTES
COLORADO SUPER LEAGUE		532	3	0.021
DENVER KICKERS SL ADULT		519	3	0.021
DENVER METRO WOMENS		661	3	0.021
LA LIGA SANTA FE		80	1	0.007
NORTHERN CO FUTBOL LEAGUE		40	1	0.007
ADULT TOTALS		1832	11	0.076

TOTAL APPLICABLE VOTES 2.621

TOTAL YOUTH MEMBERS	51297
TOTAL ADULT MEMBERS	1832
<hr/>	
TOTAL MEMBERS	53129
TOTAL YOUTH CLUBS	66
TOTAL ADULT CLUBS	5
<hr/>	

Quorum requirement is 30% of Total Votes 0.786

Page 1

1 COLORADO SOCCER ASSOCIATION
2
3
4 VIRTUAL ANNUAL GENERAL MEETING
5
6
7
8 Zoom Videoconference
9
10
11
12
13
14 January 30, 2021
15 2:05 p.m. - 4:04 p.m.
16
17
18
19 Stenographically reported by:
20 Jennifer Rajwa Melius,
21 Registered Professional Reporter
22
23
24 www.DausterMurphy.com
25 303.522.1604

Page 3

1 P R O C E E D I N G S
2 (There may be inaudible, simultaneous
3 conversations, or multiple speakers noted in the
4 transcript due to my ability to hear and understand.)
5 PRESIDENT RUEBEL: I want to welcome you
6 all to the Colorado Soccer Annual General Membership
7 meeting. I, of course, am Jeff Ruebel.
8 The way we're going to work today,
9 obviously, with our Zoom meeting is we have four
10 different speakers that we'd like to have address the
11 membership before we actually start the formal
12 meeting of -- with the roll call.
13 So the first one that we would like to
14 have address the membership is Bruce Dickinson with
15 the Grants -- Foundation Grants Committee. Bruce has
16 been doing this forever and does a wonderful job.
17 We've supplemented his committee a little bit
18 recently to hopefully help with the load of doing it
19 all.
20 We've gathered some statistics, and he
21 can probably polish them out a little bit more, but
22 that committee has -- field grants alone from 1998 to
23 2020 has been \$1.769 million to clubs, so it's
24 something that we're really pretty proud of,
25 something we'd like to increase the rates so that

Page 2

1 A G E N D A
2
3 PAGE LINE
4 I. Roll Call 47 21
5 II. Credentials 52 21
6 III. Approval of Minutes 53 3
7 IV. Written Reports from Officers and Standing Committees 54 1
8
9 V. Ratification of Board Action 55 2
10
11 VI. Unfinished Business 56 17
12 VII. Consideration of Proposed Amendments of Bylaws 56 24
13 VIII. Election of Officers and Directors 73 7
14
15 IX. New Business 93 18
16
17
18
19
20
21
22
23
24
25

Page 4

1 even more could be given. That's one of the projects
2 we're looking at aiming for with Colorado Soccer as
3 we get back to having more games and less COVID.
4 So -- but I'm going to turn it over to
5 Bruce at this point.
6 MR. DICKINSON: Thank you, Jeff.
7 Hi, everyone. As many of you know,
8 Colorado Soccer Association makes our field grants in
9 the fall and our foundation grants in the spring.
10 Although Jeff sort of stole my thunder, what most of
11 you probably didn't know is that we've been doing
12 this for 23 years, field grants for 23 years, and
13 last year we made six field grants for a total of
14 \$80,500.
15 We prioritize outdoor fields for both
16 practices and games, but in the recent few years, we
17 are starting to do indoor synthetic turf fields and
18 outdoor futsal courts. There are two documents in
19 the AGM information package that provides a great
20 deal of additional detailed information about field
21 grants, and I enthusiastically suggest reading those
22 when you have time.
23 CSA also offers foundation grants to our
24 clubs for new programs to improve their organizations
25 and their customer service. Since 2008, CSA has

Page 5

1 awarded over \$200,000 in foundation grants primarily
2 for coach, referee, parent, and player education for
3 strategic planning, for marketing, and for programs
4 to reach underserved children in their areas.
5 Because of the pandemic, we did not
6 award foundation grants last year; however, I'm glad
7 to announce that CSA will offer foundation grants
8 again this spring. We'll ask for applications
9 sometime between -- in the second half of April.
10 I'd like to thank all the volunteers we
11 have on both of the two committees. The quality of
12 the grant program is directly related to the
13 collective wisdom of the committee members. We're
14 now using Zoom for once-a-year committee meetings for
15 both the field grant process and the foundation
16 grants. And if you're interested in serving on
17 either of these committees, please give me a call.
18 My phone number is (303)377-0082. Again,
19 (303)377-0082. That's it.
20 PRESIDENT RUEBEL: Any questions for
21 Bruce or . . .
22 And I'd like to give him a big hand for
23 everything he has done. Thank you, Bruce.
24 So the next speaker that we have is
25 Chris Hardin, who is, for several years now -- I

Page 6

1 don't even know how many -- has been the point-person
2 agent for the procurement of policies that Colorado
3 Soccer has purchased and has in place. And we want
4 him to talk about state club insurance needs and
5 developments in the insurance industry as they affect
6 clubs and associations.
7 Chris.
8 MR. HARDIN: Thank you, Jeff. I
9 appreciate that.
10 It's fun. As I scroll through this fine
11 group of people, I know quite a few of you. But for
12 the folks that I don't know, my name is Chris Hardin.
13 I work for a company called Insurance Office of
14 America or IOA, and one of our specialties is youth
15 and professional sports insurance.
16 And I grew up here, I played soccer
17 here, and I understand this really well. And so
18 getting into insurance, it was kind of a no-brainer
19 to start working in the sports world.
20 And so it's been real fun for me to be
21 able to help and build this big puzzle, right? And
22 this is an interesting one because we have an
23 association, Colorado Soccer Association, and then we
24 have a bunch of sanctioned clubs underneath kind of
25 the umbrella of Colorado Soccer, right?

Page 7

1 And all the states are really set up
2 this way. And most of the stuff that I'm going to
3 talk about today -- and I've got five minutes, so I'm
4 not going to bore you, but -- at least five minutes
5 shouldn't bore you, hopefully. But U.S. Soccer has
6 basically said, "This is what needs to happen in all
7 the states. This is what needs to happen with all
8 the sanctioned clubs in these states."
9 And I'll just tell you this: Since we
10 do the insurance for U.S. Soccer, we see the claims.
11 And it's really interesting to see where all these
12 claims are coming from. Most of them are from clubs
13 that don't have insurance, and there are a lot of
14 little claims. Now, there's some big ones, but --
15 and we won't get into all the claims management,
16 things like that, but it's a lot of D&O claims where
17 clubs don't have D&O.
18 So I'm just going to go through what CSA
19 currently carries and what you all get to use and
20 then talk to you about what's going to be happening
21 not in 2021 but in 2022 where all the clubs are going
22 to need to get their own -- procure their own
23 insurance and then prove that they have the insurance
24 to the state and so on and so forth, okay?
25 We're really going to treat CSA -- it

Page 8

1 really is meant to treat bigger, huge, massive
2 claims. When your limits are exhausted, they're
3 there to help, right? And that's kind of what all
4 the states are going to now, at least the ones that I
5 work with and the ones that I talk to all the time.
6 So if you don't mind, I'm just going to
7 share my screen real quick and show you -- this will
8 be easier if we just do this, and then hopefully you
9 all can see this big list -- hopefully it's big
10 enough on your screen.
11 Jeff, Nate, you guys can see that?
12 Okay.
13 So I'll just kind of walk through this
14 really quickly. But here's what CSA offers all the
15 sanctioned clubs underneath its kind of umbrella,
16 right? CSA offers a shared limit. Now, when I talk
17 about a shared limit, that just means that all 60-ish
18 clubs get to work under the same limit of insurance.
19 So if there's multiple claims in a year,
20 these limits could be, you know, used up really
21 quickly. And when you put more clubs or more of
22 anything into a bucket, we have more of a chance of
23 having more claims, right? So you may actually
24 have -- there may be a claim early in the year and
25 then you have a claim late in the year, and

1 everything's gone. And so we really want the clubs
2 to start getting their own insurance if you don't
3 have it. I know a lot of you already do, and that's
4 great.

5 But here's what CSA offers. It's a D&O
6 policy, directors and officers. It's exactly what it
7 sounds like. It covers your directors and your
8 officers, especially your board of directors. In
9 sports insurance or any nonprofit insurance, most of
10 the claims that happen are going to be a D&O claim
11 versus a general liability claim only because the
12 directors and the staff are the ones that create the
13 decisions to be made for these organizations. If
14 there's a claim that happens from one of those
15 decisions, it's a D&O claim, not a general liability
16 claim. So there's a shared limit D&O policy of
17 \$2 million, okay?

18 There's also a shared limit employment
19 practices liability insurance policy, which is for
20 current and former employees when they sue you for
21 wrongful termination, anything from sexual misconduct
22 to age, race, creed discrimination. Think
23 discrimination.

24 You can even get sued for not promoting,
25 and that's actually an EPLI claim, employment

1 practices liability. So we also have another policy
2 here for employment practices liability, \$2 million.

3 And then the one that probably gets used
4 the most, which is the accident policy. This is a
5 huge benefit. This is -- I was at the AGM last year
6 and I said this, and I'll say it all the time.
7 There's not many states that are purchasing an
8 accident policy for their clubs anymore. They're
9 mandating that all the clubs go get their own
10 accident policy.

11 And this is for volunteers, even coaches
12 and players that get injured while training or in
13 games. And a lot of them are -- honestly, are
14 volunteer coaches that use this policy, and the kids
15 as well, but CSA still purchases -- and it's a large
16 policy -- purchases a big accident policy for all of
17 your members to be able to use every year.

18 And so this is a huge, huge benefit.
19 It's something that there's -- as far as I know,
20 there's only about 20 of the states -- associations
21 that are still doing this for their members.
22 Everyone else is still mandating that they go get
23 their own, and they can be expensive depending on how
24 much you use it.

25 In 2022, so not this year but next

1 year -- and let me back up real quick. We were going
2 to mandate that everyone have insurance in place by
3 this year, but we had this little thing called COVID
4 happen, and so we've all kind of pushed the brakes on
5 that and we're going to wait till 2022 to ramp this
6 up. I want to walk through these real quick and then
7 I'll be done, and I'll just offer a little bit of
8 knowledge.

9 But general liability. Everyone knows
10 what that is. It's kind of your first basic
11 insurance. And please reach out to me. I'll put my
12 info in the chat. You guys can reach out to me if
13 you have any questions. But general liability will
14 be a mandated policy next year.

15 Auto liability. Don't freak out if you
16 don't have a vehicle for your club. This is
17 something we called hired and non-owned auto. It
18 actually covers you and all your coaches in their
19 personal vehicles over -- kind of over and above
20 their personalized insurance if they're in a nasty
21 accident while training, while driving, so on and so
22 forth.

23 Work comp. Obviously, everyone knows
24 what workers' compensation is. That is for your
25 employees when they're hurt, so the employees for

1 each club when they're hurt. And so these are going
2 to be the things that are going to be mandated for
3 next year.

4 I put these other three -- because we
5 see a ton of claims. Umbrella, which is exactly what
6 it sounds like. It gives you another layer of
7 insurance coverage over all of your other policies
8 minus D&O. So it goes over your work comp, it goes
9 over auto liability, and so on. So we see a lot of
10 folks purchasing umbrella insurance. And a lot of
11 claims in the cyber world and in the crime world, so
12 a lot of things being stolen virtually and a lot of
13 things being stolen on site.

14 And so those are the -- kind of the
15 three policies we would say, "Hey, you might want to
16 think about these too." And we'll send this out to
17 all the clubs just so you guys know what it looks
18 like.

19 And I would just say this to end the
20 conversation is, if you have a great insurance agent
21 that you use, give this to them and they'll be able
22 to help you kind of figure out what you have.

23 One of the things I just wanted to make
24 sure everyone knows -- and this is one of the tougher
25 things to talk about -- but the general liability

1 policy has to have sexual abuse and molestation
2 coverage on it. You can go get a policy for probably
3 \$500 a year from somebody, and it's not going to have
4 sexual abuse and molestation. This is paramount when
5 we're dealing with children, and there are so many
6 claims. Now that we have SafeSport it's getting a
7 lot better, but there are so many -- we call them SAM
8 claims, and I just want everyone to really, really
9 know this is kind of a really big piece of insurance
10 that everyone needs to have.

11 And so if you don't have an agent -- if
12 you don't have insurance, reach out. We can help
13 you. If you do, I don't mind talking to your agent.
14 I do this all the time where I've talked to the
15 agents and kind of list what everything -- you know,
16 everything that needs to be played out so they have
17 that on their policy if there's a claim.

18 So that's really it for the insurance
19 piece, not to bore you too much. If you guys have
20 any questions, reach out, and I'll put my information
21 in the chat. Thanks so much, everybody.

22 PRESIDENT RUEBEL: Thanks, Chris.

23 Yeah, and I, again, want to emphasize
24 the SAM coverage is crucial. That is, obviously, one
25 of the sick claims that we continuously face. They

1 can be huge and devastating. SAM coverage will
2 provide for an attorney to represent you and/or the
3 coach, maybe both of you. It depends how it works.
4 But those sort of claims are just so prevalent
5 anymore that it's something you really need be aware
6 of and provide coverage for.

7 The other thing is the cyber liability.
8 Absolutely, it's a problem over and over. We're
9 seeing a significant number of those sort of claims.
10 And what is covered is things you didn't even think
11 about but, you know, look at a cyber liability policy
12 so that they don't -- all the various problems they
13 can do once they get into your system.

14 So since we're running behind, I'm going
15 to just go ahead and -- Pdraig, are you online here?

16 MR. SMITH: I am. Hi, Jeff.

17 PRESIDENT RUEBEL: I'll turn it over.

18 How are you?

19 MR. SMITH: I'm doing great. I'm doing
20 great. Thanks.

21 Yeah, I'm delighted to be here. And
22 I -- obviously, I wish we were doing this in person,
23 but I'm sure that's a sentiment that everybody
24 shares. But first of all, just a huge thanks to
25 Jeff, to Nate for inviting me on to kind of chat a

1 little bit about the Rapids and to Lisa for setting
2 this all up for us.

3 I think for me I wanted to start by
4 congratulating everybody that's on the call, to be
5 perfectly honest with you. I mean, I think -- you
6 know, 2020, I don't think any of us could have
7 planned for this, and that goes without saying.

8 So I'm well aware of the challenges that
9 were there for everybody, whether it's protocols,
10 dealing with the financial implications, you know,
11 working remotely, even just the basics of getting
12 fields to play. I think it's just huge.
13 Congratulations has to go out there to every single
14 person on this call, to everybody involved in soccer
15 in the state of Colorado just to have soccer being
16 played last year.

17 And I think that's something that, you
18 know, can often be overlooked. It takes a huge
19 amount of effort and time from everybody to allow,
20 you know, kids and adults as well to get out onto the
21 field. So just from most of the club and from KSE,
22 we just wanted to really congratulate everybody that
23 put in so much time and effort to making that happen.
24 I think it's been truly fantastic.

25 In terms of the Rapids, that's the

1 update that I am here to give. And it was an
2 exciting year. It was meant to be a celebratory
3 year. We were meant to be celebrating 25 years of
4 Major League Soccer and the ten-year anniversary of
5 the Rapids winning MLS Cup in 2010. There were a
6 whole host of different events and things planned to
7 kind of celebrate those, and unfortunately, we didn't
8 really get to do them. So we're going to try and
9 rescue some of that and have those in 2021.

10 That being said, though, it was a very
11 positive year from our perspective in terms of
12 returning to the playoffs. We said in 2018 when we
13 kind of set out The Rapids Way, you know, that we
14 wanted to do certain things.

15 And obviously, being successful is
16 something that's paramount from the professional
17 standpoint, but we wanted to do it a certain way. We
18 wanted to play attacking and entertaining soccer, we
19 wanted to find players that would represent us in the
20 state in the right way and play with urgency and
21 intensity and with boldness, and we think we got
22 that.

23 And we're incredibly proud of the group
24 that we've been able to put together and with them
25 got to the playoffs. Didn't go as far as we wanted

1 in the playoffs, but got back there, which is
 2 obviously where we want to be every single year.
 3 I think from the Rapids' perspective,
 4 our commitment and our number-one priority remains
 5 the same. Obviously, we want to be the vision of
 6 sport in the state of Colorado. To do that, we feel
 7 like we have to be true to our drive to youth
 8 initiative. And that's something that I hope you're
 9 going to see in everything that we do in terms of
 10 trying to bring in young, exciting, talented players
 11 we can all be proud of and all want to go and support
 12 and be a part of and be connected to.

13 I think that that was really going to
 14 the fore last year, and there's no doubt we took
 15 great pride when Sam Vines pulled on the National
 16 Team shirt, the first Rapids homegrown. Plenty of
 17 Colorado players before, but since the homegrown
 18 program came into existence, he was the first. But
 19 also Cole Bassett joined up with that squad, albeit
 20 unfortunately didn't get his debut. But they are
 21 things that we're very proud of and things that we're
 22 certainly keen to continue to move on with.

23 I know Robin wanted to be here as well,
 24 and I think hopefully we'll get Robin in front of
 25 everybody very, very soon. But he's someone who, I'm

1 sure, many of you know well from his time here with
 2 the Foxes and then with the Rapids. And he's got
 3 that same drive and that same commitment. And I
 4 think since he's come in, he's been absolutely
 5 phenomenal in how he's gone about the task of really
 6 returning us to where we want to be in the national
 7 stage.

8 I'm sure many of you know, but Robin now
 9 has the best record ever in terms of the first 25
 10 games as coach of the Rapids, and then since May of
 11 2019, which is almost two years now, we've actually
 12 had the fifth best record in Major League Soccer and
 13 the fourth most goals. So it's always good to be
 14 successful, but being successful with good football,
 15 I think, is certainly something that we wanted to do.

16 So we go in to 2021, you know, very,
 17 very excited about the roster, excited about the
 18 group, and looking forward to hopefully continuing
 19 the success that we had last year. You're going to
 20 see the same thing. It's a young, it's a talented
 21 roster. We're committed to that, and we're looking
 22 to put that out onto the field. So we're hoping that
 23 very soon we'll be able to open the gates again and
 24 have you all join us and have you all be a part of
 25 what we're trying to build.

1 It's an exciting time for MLS as well.
 2 The MLS Next program, which I'm sure you're all aware
 3 of, obviously kicked off last year, and hopefully
 4 that's steering youth soccer at the MLS level in a
 5 much better direction as well. So we're excited to
 6 be a part of that along with many others around the
 7 country, and I think that's something that bodes well
 8 for the future of soccer here.

9 I think one of the other things that I
 10 wanted to talk about a little bit was just the pride
 11 that we take in being a part of this, being a part of
 12 soccer in the state of Colorado. And, you know, I
 13 think that was evidenced further over the last couple
 14 of weeks to see four girls from the state included in
 15 the National Team camp.

16 You know, I think on a per capita basis,
 17 that's just incredible and it's something that,
 18 again, shows how strong a state Colorado is when it
 19 comes to development on both sides. It's an
 20 incredible thing, and it's something that I know a
 21 lot of you can be very proud of how that's been
 22 going. It's certainly something we want to continue
 23 to contribute to and be a part of.

24 I think for me the way I'd kind of wrap
 25 it up and not take too long is, you know, 2020 was a

1 big-time learning experience for us, and it was
 2 something that we all hope not to have to go through
 3 again. But I hope it strengthened a lot of us and
 4 put us in a position to, you know, really appreciate
 5 what we do have and appreciate the opportunities to
 6 be a part of this and a part of the soccer community.

7 When we do open up a little bit more and
 8 we are able to meet up in person, I'll certainly be
 9 reaching out to a number of people here, and I'll
 10 also put my details in the chat. I would love to
 11 connect with as many people as possible to see what
 12 more we can learn, what more we can take, and how we
 13 can continue to contribute to the growth of soccer in
 14 Colorado at all ages and at all areas of it.

15 I think this state is on a really,
 16 really strong trajectory. It's already proven the
 17 point you're at a very, very high level when it comes
 18 to development and producing, you know, talented
 19 players. So we want to be a part of that, we want to
 20 learn, we want to be able to take on board things
 21 when we can for you to make that happen just to be a
 22 part of this community.

23 And I think no matter how tough 2020
 24 was, you know, there's still so much to be grateful
 25 for and so much to be excited about. And I know

1 you're about to hear from Dr. Bob, Manny, and Matthew
2 and the World Cup date, and I think that's something
3 that just galvanizes all of us, you know, gives us
4 this focal point to look out at in the future and to
5 build toward. We just have such an incredible
6 opportunity.

7 You know, I was a young guy back home in
8 Ireland watching Ireland beat Italy in 1994 in that
9 last World Cup here in the U.S. And, you know,
10 little did I know at that point in time that that's
11 what was going to kick off MLS and allow me to be
12 fortunate enough to have a career over here and to
13 work in this sport and work for the Rapids.

14 I think having this pathway now, this
15 ability to move into 2026 and the fact that we can
16 all be a part of that in building something great, it
17 just leaves me every day thinking about how
18 incredible the legacy can be from that World Cup and
19 from what we all do right now.

20 So the World Cup itself is going to be
21 phenomenal. It seems far away and yet, as we all
22 know, there's so much work to be done. And it really
23 is everything that those three guys I mentioned
24 already and many others have already been doing and
25 then all the work that's to come over the next five

1 years.

2 But, you know, if we keep doing what
3 we're doing right now, we can bring the World Cup
4 here. We can continue with the tremendous work that
5 everyone on this call has been doing, and we can
6 really make sure that Colorado is the foremost soccer
7 state when it comes to this sport in the U.S.

8 So it's something I'm incredibly
9 grateful to be a part of this organization, to be a
10 part of this community. I just, you know, want to
11 thank everybody for the opportunity to continue to
12 work with you all, so thank you very much for giving
13 us the chance today.

14 PRESIDENT RUEBEL: Thanks, Padraig.
15 Appreciate your coming and talking. You know, I
16 appreciate the fact that the product that the Rapids
17 are putting out is pretty exciting and fun. It's
18 nice to see, and everyone should enjoy it because
19 it's some really fine, young talent that's exciting
20 to watch.

21 So -- and the steady goal, of course, so
22 everyone knows, is we want to make soccer a monolith.
23 You know, everything from the rec player to the pros,
24 we're working together. We're all with the same
25 goals: to enjoy the sport, to grow the sport, to

1 support the sport, and if you're fortunate to have
2 the talent and everything else, to play the sport at
3 all levels.

4 So we appreciate the Rapids' investment
5 in all this effort, and we'll keep plugging forward
6 to make soccer the preeminent sport in Colorado and
7 successful.

8 Which, of course, turns us to Mr. Payne,
9 Mr. Matthew Payne, Manny Rodriguez, and Dr. Bob to
10 tell us about what could easily be the thing that
11 makes soccer explode in Colorado.

12 Gentlemen.

13 MR. PAYNE: All right. Well, thank you,
14 Jeff.

15 Like Jeff said, this is Matthew Payne
16 with the Denver Sports Commission. I'm going to run
17 through a presentation for everyone here, and then
18 Dr. Bob and Manny are going to be there to chime in
19 and answer questions. Hopefully, I'll run through
20 this pretty quickly where we can have some questions
21 answered at the end.

22 But good to see so many familiar faces
23 on this call. Like Chris said -- I'll echo exactly
24 what you said. You know, thanks to Nate and Lisa and
25 Jeff and everybody, and, of course, the Rapids for

1 helping us out with this large task that we have in
2 front of us.

3 And always good to be in front of
4 Colorado Soccer Association. You guys are probably
5 our biggest partners in this whole thing. So we need
6 everyone to help us out on this, and we appreciate
7 being in front of you today. And we hope that we can
8 keep doing these updates periodically. But we just
9 appreciate the work that you guys are doing.

10 So I'm going to share my screen, and I'm
11 going to give you really a presentation that we give
12 out to the community. Jeff, can you give me a
13 thumbs-up if you can see that? All righty. Now let
14 me see if I can get it on here.

15 So again, this is a presentation we show
16 our community really to educate and inform and update
17 everybody that we have and we talk to. 80 percent of
18 this you guys are all going to know, right? This is
19 all going to be a refresher. But there's some really
20 cool updates in here that's important, and we want to
21 share it with you and, of course, you know, ask for
22 your support at the end of this.

23 So again, I apologize. I'm going to run
24 through this really, really quickly and then
25 hopefully open it up for some questions at the end.

1 Here's some background that we give
2 everybody. You guys know all of this, but I do want
3 to highlight a couple of things that we always make
4 sure people know about.

5 When the World Cup was here in '94, as
6 we've already mentioned a couple of times, it was the
7 most profitable tournament in history, and we're
8 anticipating that to be the case in 2026. As you may
9 know, three countries hosting in 2026. First time
10 that's ever happened. 16 cities involved as official
11 host cities. And then, of course, one of the
12 differences is the national teams that are coming to
13 participate. Instead of 32, there will be 48 in
14 2026.

15 Some other figures we like to share with
16 people. These just kind of show the magnitude of the
17 event. 48 teams, 80 matches. Those are different.
18 And then you look at 14 billion in projected revenue.
19 That right there just tells you the magnitude of this
20 event and really all the good things we can do in
21 this community when this tournament happens in our
22 market.

23 We did -- I shouldn't say we. There was
24 an independent study, a Boston consulting group, in
25 the fall of 2017 that gave us a little bit of a look

1 at what this would look like in our market, really
2 a -- for a city our size and for hosting five games
3 in the tournament. So these are our economic impact
4 numbers. The big number is 360 million in new
5 economic activity. I think we all know about some of
6 those benefits that an event like this can give you
7 when you host a mega event like this: all the global
8 media exposure, all the economic activity that's
9 going to spur from that, uptick in tourism of course.

10 But one thing we also like to tell
11 people, there at the bottom you'll see that a lot of
12 this study was designed for a lot of public spend to
13 take part in this project. Denver, along with a lot
14 of the candidate cities -- maybe all of the U.S.
15 cities -- are really going to do a lot of private
16 financing of this event. And I should say really all
17 private financing. But we do have some pretty big
18 buckets of operations to take care of like Fan Fest,
19 marketing, transportation, security, and we'll take
20 care of those when we get the communities to help us
21 finance it. But there won't be any public financing
22 for this event.

23 Some other figures that the study gave
24 us. I won't go through all of this. One thing I'd
25 just like to highlight is really these figures just

1 kind of shows the impact and attendance numbers that
2 an event like this can have on our city and, as you
3 know, that the length of stay is significant when it
4 comes to World Cup. And if you look at capacity
5 crowds at Mile High Stadium, you have five matches,
6 you've got 70,000 people there. You're going to have
7 350,000 people take in World Cup games. And then
8 you're going to have, you know, a half a million
9 people take in Fan Fest activation when that happens.

10 We like to show people this really just
11 to show them that we've been at work since the middle
12 of 2017 when this whole thing started. As everyone
13 knows, the United Bid was selected in the summer of
14 2018 over Morocco, and then we formed our bid
15 committee in June of 2019. That was the big
16 announcement that we had at Mile High Stadium with
17 the governor and the mayor and just really launched
18 our Denver 2026 bid.

19 And then our big goal line really or a
20 barrier -- or I guess a deadline is when final host
21 cities are announced. And we just heard recently
22 that it's looking more like the late part of 2021
23 that that will be official. As you can imagine, we
24 were probably supposed to know about this time
25 whether or not we were going to be an official host

1 city, but COVID got in the way. So we are now
2 looking at the later part of '21, could even go into
3 '22, but that's our deadline today.

4 A lot of you know this. This is
5 twenty-three cities that are being considered for the
6 '26 tournament. There's three countries [sic] in
7 Canada, seventeen in the United States, and three in
8 Mexico. But of course the ones we're worried about
9 are the cities in the U.S., seventeen cities being
10 considered for ten spots.

11 And we typically like to tell people
12 that there's probably six cities that are heavy
13 favorites or shoo-ins for this tournament in the U.S.
14 when you consider Los Angeles; one of the Texas
15 cities, most likely Dallas; Atlanta; Miami; New York;
16 and Boston. And, you know, it could change just a
17 little bit, but we do think those six are probably on
18 the list of ten.

19 That leaves four spots from eleven
20 cities, which can look a little daunting, but I think
21 every day we get more confident about our bid and the
22 work that we're doing. And we feel really confident
23 that we've got a lot to offer and the benefits will
24 outweigh anybody else, and we think we're going to
25 make that final ten.

Page 29

1 One of the coolest things I like to see
 2 on that map is the fact that we're the only Rocky
 3 Mountain time zone city on that map. I think that's
 4 going to play a big role. But we also get a little
 5 worried about FIFA possibly doing a clustering of
 6 cities, and we are a little bit there by ourselves
 7 when you look at it that way. But again, we think
 8 we've got enough benefits to put us across the finish
 9 line.

10 You know, since the last time we were in
 11 front of you at the general meeting, here are some of
 12 the things that we've done and some of the
 13 correspondence we've done with FIFA. In 2020 we did
 14 a big workshop on July 7th. That was a chance for
 15 all the cities to see our evaluators, and they gave a
 16 lot of information about the bid process. We made --
 17 I'm not sure if we really learned anything, but it
 18 was really good to see who was evaluating us and
 19 seeing some of the lead people at FIFA.

20 July 22nd, we gave a bid presentation in
 21 front of FIFA. We only had 20 minutes, but I think
 22 we did a fantastic job. They seemed to be very
 23 impressed. They told us so, but they could have said
 24 that to every city. But we were super, super happy
 25 with our presentation. It was really our chance to

Page 30

1 give them our vision, our concept, and tell them what
 2 we were going to be working on.

3 November 30th we had a really big
 4 questionnaire and a survey that we had to complete.
 5 It was 75 questions. We ended up uploading 50
 6 different documents. There's quite a few people on
 7 this call that helped with that questionnaire so,
 8 again, thank you. But big community effort to get
 9 that in. That's just one of the different, you know,
 10 RFI documents that we've had to give to FIFA.

11 January 29th. You see that as
 12 yesterday. We put together a really large, expensive
 13 human rights policy for Denver 2026. It was asked
 14 from FIFA to be put together. Yesterday was the
 15 deadline on that, but they did extend it, actually,
 16 to June 30th. But we worked so hard on that policy
 17 and that document that we decided to go ahead and
 18 give it to them on the initial deadline.

19 And so it's fantastic. It's something
 20 we'd like to share with everyone. We are going to
 21 make it a lot more public here in the next few
 22 months, but we'll share a little bit of that here
 23 coming up on a different slide. Really proud of it.

24 Some future benchmarks that we've got to
 25 look at. We just got a letter this week that tells

Page 31

1 us these things. In quarter one we're going to have
 2 some virtual meetings with the stadium. I shouldn't
 3 say "we." FIFA is going to have some virtual
 4 meetings at the stadium. As you can imagine,
 5 extremely important, maybe the most important meeting
 6 of this entire year since the stadium will play such
 7 a vital role.

8 Quarter two, dialogue of host cities.
 9 We will have some one-on-ones with FIFA. We are
 10 looking forward to that.

11 Quarter three, looking more likely like
 12 a FIFA site visit will take place during that time,
 13 probably that September/October timeframe.

14 And then the selection of official host
 15 cities they have said in quarter four. But again, we
 16 just don't know if that's going to creep into 2022,
 17 but that's our deadline today.

18 This is an image we like to show people
 19 because one of our biggest benefits for Denver 2026
 20 is our proximity, right? Our compact plan.

21 This may be a little bit hard to see,
 22 but this is our downtown area. You see the 16th
 23 Street Mall, kind of that long line, that spine right
 24 down the middle. And then that blue part is Union
 25 Station, right? That's our largest transportation

Page 32

1 hub. That's where everyone will be coming in.
 2 That's what we're going to share with FIFA coming in
 3 from the airport.

4 Some other highlights. Two of our
 5 better hotels are going to hold our FIFA staff and
 6 personnel right along that spine of 16th Street Mall.
 7 Very walkable. And then of course we'll also tell
 8 them about the 50,000 hotel rooms we have in this
 9 area. We're also going to tell them about the
 10 entertainment districts that are smack down -- right
 11 there right in the middle -- LoDo district, RiNo
 12 district, and several others that aren't mentioned
 13 here -- but again, just to highlight that compact
 14 plan.

15 And then we're really excited to share
 16 with them that, you know, what's walkable is leading
 17 right into Fan Fest. Fan Fest is that area there at
 18 the top left near Ball Arena. You'll see World Cup
 19 Walkway leading into downtown and then, of course,
 20 leading into the match venue of Mile High Stadium.

21 So again, walkability is one of our key
 22 benefits, and we're going to show FIFA that anywhere
 23 in our little tight circle and our compact plan,
 24 you're downtown. You come in from the airport, you
 25 can walk to your hotel, you can walk to Fan Fest, you

1 can walk to the match venue. You'll be within 2
 2 kilometers or a 24-minute walk right in from the very
 3 pinpoint of downtown.

4 I think you guys have probably seen
 5 something like this. This was really, you know, the
 6 big announcement there at Mile High Stadium that gave
 7 us kind of our big official push and we got a lot of
 8 public relations efforts when that happened. We have
 9 slowed down quite a bit, as you can imagine, from
 10 2020, but we're about to pick that up here in the
 11 next couple of months.

12 Marketing efforts. Of course, during
 13 that big public launch, we launched our website and
 14 the official Denver 2026 logo. Really a chance for
 15 people to get information and to put their
 16 information in to become a supporter.

17 And then, of course, we were extremely
 18 busy right after that announcement going to a lot of
 19 different events like the Rapids games and Colorado
 20 Classic, Taste of Colorado. Really just a chance for
 21 us to have people see our colors, see our logo, and
 22 to get them to be signed up.

23 Again, in 2020 we slowed this down and
 24 we started working really internally on our bid.
 25 We're about to go a little bit more public and start

1 getting a little bit more engaged. Here in the next
 2 couple of months, you're going to see a lot of us.

3 And I will -- I'll tell you too, we've
 4 got about 10,000 supporters listed right now. We
 5 really need to multiply that up by seven, eight,
 6 nine, ten here in the next few six, seven, or eight
 7 months. So we're going to need a lot of help doing
 8 that. That's our goal.

9 The human rights strategy. I shared
 10 this with you a little bit earlier. It's something
 11 we're extremely proud of. Our bid committee did a
 12 lot of work the last two or three months on this in
 13 trying to engage some of the community and talking to
 14 a lot of different stakeholders when it comes to
 15 human rights.

16 You'll see six different topics there
 17 that we covered. Those are risk factors that can
 18 happen at a mega event like this. We probably talked
 19 to, I'd say, 50 different organizations that came in
 20 and did focus groups with us, gave us input, and then
 21 we eventually worked that into a 75-point human
 22 rights strategy that, again, was uploaded to the FIFA
 23 website yesterday, and we're extremely proud of it.

24 When we do go to a more public community
 25 update here in the next few months, we're going to

1 definitely highlight this feature. It's something,
 2 again, that we're extremely proud of, and we're going
 3 to share that. And I will say that, you know, if we
 4 don't host World Cup, we think that this human rights
 5 strategy is something that can actually take place in
 6 our community even outside of World Cup. That's how
 7 proud of it we are.

8 Vision and mission. Of course, these
 9 are all things that we share with everyone. These
 10 are, of course, going to resonate with you guys. But
 11 we want to let people know that we're serious and
 12 that we take things, you know, very serious on a lot
 13 of these things for our values and vision statements.
 14 I won't read through these things here. But, you
 15 know, a lot of these things are important to us, and
 16 everything that we do along our journey here for the
 17 bid committee, we try to keep these values in place
 18 along the ride.

19 And, of course, our objectives. Not
 20 only do we want to deliver to the athletes and fans
 21 and have the best bid of all the U.S. cities for
 22 FIFA, but for this group, of course, most
 23 importantly, trying to leave some kind of lasting
 24 legacy, okay? World Cup comes into this community.
 25 We want to make sure that there is something left

1 behind that we can be extremely proud of for the next
 2 few generations if possible.

3 This shows you our organization. You
 4 know, people on this call may have seen this already,
 5 but we're extremely proud of the people that we have
 6 leading this process, of course, Dr. Bob and Manny
 7 who are on this call, but, of course, our 15 --
 8 actually to 18 now little subcommittees that we've
 9 got working hard right now to try to make sure we get
 10 to the finish line.

11 But we really cover every base here. We
 12 went through the hosting documents and really spliced
 13 it up into all different categories, and we've got
 14 some really impressive folks on all of these
 15 subcommittees. And a lot of them have been working
 16 for two years. Some are just now starting to get
 17 their feet wet on this. But we're going to be
 18 extremely excited to share everything that we've got
 19 going when FIFA comes into town.

20 Our pros and cons. These are things
 21 that we do share with people to kind of share with --
 22 you know, how we're thinking on our bid committee.

23 On the pros side, downtown stadium no
 24 doubt. You know, we've been actually really
 25 evaluated before and they liked our downtown stadium

1 so much it was voted number 1 of the 23 cities. It's
2 walkable, it's large capacity, it's very high-tech.
3 We're extremely proud of the stadium, and it's
4 something that we're going to put at the forefront of
5 our bid.

6 You know about our airport being, you
7 know, a world leader, a national leader of course.

8 Our location. We are the only one in
9 the Mountain Time Zone. We think that's a benefit.

10 Our altitude. This can be a pro or con.
11 We'll see it on both sides there. We do think it's a
12 benefit when you consider that the Mexican cities
13 which are going to be awarded are at high altitude as
14 well. And we think having a U.S. city to partner
15 with the Mexican cities is going to be a benefit, and
16 we're going to make sure we highlight that.

17 Our MLS team, right? One of the charter
18 members, been in our market for a very long time. We
19 also put them on the con side too because we've got
20 to fight the fact that there are some other markets
21 that are just coming on to the scene, you know,
22 Atlanta, Nashville, and, of course, Seattle the last
23 few years, some of those kind of new, sexy markets
24 that we'll have to fight with.

25 Transportation is always going to be a

1 pro. As you can imagine, this is a very
2 international sport. They're used to rail lines and
3 they're used to mass transit and public
4 transportation. We've got a really good system here
5 in Denver, and we're going to make sure we highlight
6 that for them.

7 You know, and others there on the con
8 side. Budget and fundraising always kind of a con,
9 right? It's not easy to do that, but that will be
10 part of our effort. We will make this a
11 private-financed venture. And we've got a long
12 history of fundraising for events like this, so we
13 think we're going to not have a problem when we get
14 there.

15 And again, time zone. We mentioned that
16 it could play a negative for us because we are the
17 only one kind of sitting out there by ourselves, but
18 at the end of the day we think that's going to be a
19 pro.

20 So these, again, just pros and cons that
21 we kind of look at as we design our concept and
22 develop our bid. But I will tell you that we have
23 been evaluated before. FIFA has taken all of our
24 information at one point when we submitted it to
25 them. They judged it among all the other cities, and

1 out of the 23 cities, when you weighted all the
2 scores and the responses from them, we actually came
3 out being ranked number 2 out of the 23 cities.

4 So it really gives us a lot of
5 confidence when you know you've been judged once and
6 they ranked us very high. But I think everybody on
7 this call knows that it doesn't necessarily mean
8 that's how they're going to judge us here in the next
9 six months, right? So we're trying to cover every
10 base and still act kind of like an underdog and keep
11 working, so. . .

12 This is one of the huge benefits that
13 we're going to try to convey with FIFA. There's not
14 a lot of other cities that can really talk about this
15 playground that your region can provide. And that's
16 what Colorado does, right? A lot of bucket-list
17 items with Red Rocks Amphitheatre, day trips you can
18 take out into the mountains, go to the resorts, a lot
19 of different byways to take.

20 But this right here is something that
21 we're going to show that, you know, this is a
22 region -- or a regional bid. This is not just a
23 one-city bid. We're going to try to bring our entire
24 region and neighboring states into the fold here and
25 really show them that people can come in here and

1 watch some fantastic matches but also enjoy our
2 region as well.

3 I don't have to tell you -- you know, we
4 show these images to let people know that this is a
5 unique atmosphere, right? I think everyone on this
6 call understands what this looks like. But a lot of
7 nationalism and, you know, people really proud of
8 their teams coming in and just, you know, swarms of
9 people, of course, so a lot of great color, so we
10 always show that.

11 To get engaged. I hope everyone knows,
12 and it's been on our website, Denver2026.com, please,
13 if you can, get on there and get involved to sign up.
14 You can get some updates that way and, of course,
15 sign up to be a volunteer if you like. We've got
16 different social media channels there. Please link
17 in to those if you can.

18 We are going to ask, of course, a letter
19 of support from Nate and Jeff, and I'm sure that's
20 not going to be a problem. If we haven't done that
21 yet, Nate, we've got all the templates that you need
22 to design a letter. We're getting them in every day
23 actually. We do these presentations to groups almost
24 every day of the week, and we've had such good
25 support from everybody. We're just -- we're really

1 happy about it. So we'll get that from you guys.
 2 And, of course, any other organizations that are on
 3 this call, we want to get a letter of support and we
 4 can provide you a copy for that.
 5 Of course, private funding. We always
 6 want to let people know that. We've already said it
 7 here a couple of times. But who knows? We may be
 8 coming -- you know, knocking on your door asking for
 9 money at some point, so just know that this will be a
 10 private funding venture.
 11 Share with your networks. Make sure you
 12 spread the word about this. We actually have
 13 different ways to do that, and we've got some digital
 14 toolkits that we can provide people.
 15 But I will let you know that we are
 16 about to get into a really heavy promotional period
 17 here in the next few months. We're going to really
 18 rely on Jeff and Nate to help us out and this
 19 community here on this call, so you will be seeing a
 20 lot more from us here in the next month or so about
 21 how to get involved. And I'm sure you're going to
 22 probably get sick of our logo at some point, but we
 23 just really appreciate everyone's support on here.
 24 So that's our last slide there. We'd
 25 love to take some questions if we have time, and then

1 I'll -- I'll even open it up to Dr. Bob or Manny if
 2 you want to say a few words. But again, just thanks
 3 for allowing us to do this. We want to keep doing
 4 it.
 5 DR. CONTIGUGLIA: Well, I'll say
 6 something.
 7 PRESIDENT RUEBEL: Okay. Go ahead,
 8 Dr. Bob.
 9 DR. CONTIGUGLIA: First, I want to thank
 10 Jeff and Nate for helping us be in touch with the
 11 region. One of the objectives that we have is to
 12 make this a regional event. When we presented this
 13 to FIFA, they were very interested in it when we
 14 included Arizona, Wyoming, Utah, New Mexico in our
 15 bid. And Nate has set up a meeting with them, and
 16 they're very, very enthusiastic. So we're excited
 17 that we're going to make this a regional meeting --
 18 or a regional event as well.
 19 I can't communicate enough the
 20 excitement around a World Cup. I'm sure many of you
 21 have been there, and we hope to bring that to
 22 Colorado. I think you all know that -- what the
 23 impact of having the World Cup here will be. The --
 24 U.S. Soccer wants to make soccer the preminent sport
 25 in the United States, and, of course, we want to do

1 this in Colorado.
 2 And the legacy we see: fan activation
 3 and further investment in this sport at all levels of
 4 the sport as the major outcome of this events. And
 5 if you envision particularly investment in the sport
 6 and fan activation, you'll see more players in your
 7 programs, more youth development, hopefully more
 8 Division 2 and Division 3 teams, and then greater
 9 support for our professional teams.
 10 So that's how we're looking at it, and
 11 we need your help for this and your activation for
 12 this. So thank you in advance. And you've already
 13 been really helpful.
 14 I also want to mention Temi -- Temi, I'm
 15 not going to try and pronounce your name. Temi is
 16 with the legacy committee and mobilizing the
 17 international sports community. For many of you that
 18 don't know this, Colorado had 165 languages that are
 19 spoken here, and Temi's organizing every single one
 20 of them, and he speaks every single one of those
 21 languages. So, Temi, thank you very, very much.
 22 I'll stop here and ask Manny Rodriguez,
 23 who is busy organizing 10,000 people for vaccinations
 24 today at Coors Field. So, Manny, do you want to say
 25 anything?

1 MR. RODRIGUEZ: No. You guys covered
 2 it. I appreciate it. I'm just tired. We did
 3 vaccine over 5,000 people today and another 5,000
 4 people tomorrow, so it's a pretty exciting day. A
 5 lot of happy faces.
 6 MR. PAYNE: Well, great work, Manny. I
 7 appreciate everyone being on the call for this.
 8 I want to say thanks to Pdraig.
 9 Pdraig and the Rapids have close to 20, 25 different
 10 people that are part of our bid, and so they're a
 11 huge help on this and been helping us along the way
 12 for the last two, three years. So big thanks to
 13 them.
 14 PRESIDENT RUEBEL: Any questions --
 15 MR. PAYNE: And so, Jeff, I guess we'll
 16 go back to you unless there's questions.
 17 PRESIDENT RUEBEL: Javi, any questions?
 18 MR. ARELLANO: There's no questions at
 19 this moment. You can go on.
 20 PRESIDENT RUEBEL: All right.
 21 Well, guys, thanks much for the
 22 presentation. I think it's good to keep everyone
 23 advised of where we are, particularly since we're
 24 going to see a push coming to get support going
 25 again, overcome the COVID malaise that this has

Page 45

1 caused, and get everyone excited about it and show
 2 FIFA that Colorado is a soccer state and that we
 3 should be a host place. So appreciate your time and
 4 help, and we'll do whatever we can, so. . .
 5 MR. PAYNE: Thank you, Jeff. Appreciate
 6 that. Thank you, guys.
 7 DR. CONTIGUGLIA: Thank you, guys.
 8 PRESIDENT RUEBEL: All right. I think
 9 that is all we have for speakers before the
 10 meeting -- actual formal meeting starts. So at this
 11 point I think we'll just go ahead and start rolling.
 12 Thanks, Chris.
 13 And first item will be the roll call,
 14 and we're going to have Adam Hayes do the roll call
 15 for us.
 16 SECRETARY HAYES: Hey, Jeff, everybody.
 17 I didn't know I was doing the roll call, sir. Do
 18 I -- what's --
 19 PRESIDENT RUEBEL: That's it. Nate's
 20 done.
 21 Adam, will you do the roll call for us?
 22 SECRETARY HAYES: I'd be happy to. I
 23 would need a little prompt of all the clubs I'm
 24 supposed to be roll-calling.
 25 PRESIDENT RUEBEL: Lisa, do you have a

Page 46

1 list for him or. . .
 2 MS. STIBLEY: Yes, I do.
 3 MR. AMBROSE: There's a list on the AGM
 4 table of contents.
 5 PRESIDENT RUEBEL: You got it, Adam?
 6 SECRETARY HAYES: I apologize to
 7 everyone. I wasn't informed I was --
 8 PRESIDENT RUEBEL: I'm sorry. We --
 9 MR. SHOTTS: I apologize, Adam. I
 10 figured as secretary you know.
 11 SECRETARY HAYES: No, I mean, I've got
 12 to run for election in, like, 30 minutes, Nate. This
 13 isn't a good look for me.
 14 PRESIDENT RUEBEL: I apologize,
 15 everyone. Nate and I talked about it and said we
 16 should let Adam know, but obviously --
 17 MR. SHOTTS: It's on me. It's on me.
 18 It's not on you.
 19 PRESIDENT RUEBEL: I could have let him
 20 know. It's not that hard.
 21 SECRETARY HAYES: I can do this in a
 22 moment. Let me just pull up something.
 23 MR. BAHARMAST: Adam, I can forward you
 24 the e-mail that has the clubs with the number of
 25 votes. Is that the one?

Page 47

1 SECRETARY HAYES: That's what I'm
 2 looking for right now as well.
 3 MR. BAHARMAST: Okay. Let me just
 4 forward that to you right now.
 5 SECRETARY HAYES: Perfect.
 6 MR. ARELLANO: And I added it on the
 7 chat. If you just click on the chat here for the
 8 meeting, you can click on the link and then it will
 9 take you to the list of the clubs.
 10 MR. BAHARMAST: Adam, I sent that to
 11 your Gmail account.
 12 SECRETARY HAYES: Thank you, sir. I'll
 13 be on that in just one second.
 14 Okay. Apology to everyone for the
 15 delay. Let me get myself back on the video here.
 16 Okay. Here we go. So we'll need to
 17 have a quick "here" from the clubs as we go. Just
 18 unmute, drop us a "here," and then remute if you
 19 don't mind. We'll go in alphabetical order, and
 20 here's who we're looking for.
 21 (The following questions represent the
 22 roll call being called by Adam Hayes; the answers by
 23 the responsive parties.)
 24 Q. Arsenal Colorado?
 25 A. Here.

Page 48

1 Q. Bear Creek Soccer?
 2 A. (No response.)
 3 Q. B-Elite Academy Colorado Springs?
 4 A. Here.
 5 Q. B-Elite Academy Denver?
 6 A. Here.
 7 Q. Boulder County Soccer Club?
 8 A. Here.
 9 Q. Bright Stars?
 10 A. Here.
 11 Q. Broomfield Soccer Club?
 12 A. Here.
 13 Q. CASA?
 14 A. Here.
 15 Q. Chivas Denver Soccer Academy?
 16 A. (No response.)
 17 Q. CISA?
 18 A. Here.
 19 Q. City of Wheat Ridge?
 20 A. Yes. Present.
 21 Q. Colorado Elevation FC?
 22 A. (No response.)
 23 Q. Colorado Ice?
 24 A. (No response.)
 25 Q. Colorado Mountain United?

- 1 A. Here.
 2 Q. Colorado Rapids Youth Soccer?
 3 A. Yeah, I'm here.
 4 Q. Colorado Rush?
 5 A. Here.
 6 Q. Crestmoor/Cranmer?
 7 A. (No response.)
 8 Q. Denver Kickers?
 9 A. Crestmoor/Cranmer is here.
 10 Q. Denver Kickers?
 11 A. Here.
 12 Q. FC Boulder?
 13 A. Here.
 14 Q. FC Colorado?
 15 A. Here.
 16 Q. FC Denver?
 17 A. Here.
 18 Q. GAM United?
 19 A. Here.
 20 Q. Grand Junction Soccer Club?
 21 A. (No response.)
 22 Q. High Country Soccer Association?
 23 A. (No response.)
 24 Q. Littleton Soccer Club/Colorado United?
 25 A. Here.

- 1 Q. Northern Colorado Rush?
 2 A. Here.
 3 Q. Palmer Divide?
 4 A. Here.
 5 Q. Pride Soccer Association?
 6 A. Here.
 7 Q. Real Colorado?
 8 A. Yeah, I'm here.
 9 Q. Real Colorado EDGE?
 10 A. I'm here.
 11 Q. Riverside Soccer Club?
 12 A. Present.
 13 Q. Roaring Fork Valley Soccer Club?
 14 A. (No response.)
 15 Q. Rocky Mountain Soccer Academy?
 16 A. (No response.)
 17 Q. Skyline Soccer Association?
 18 A. Here.
 19 Q. St. Vrain FC?
 20 A. Here.
 21 Q. Steamboat Springs?
 22 A. Here.
 23 Q. United Soccer Club?
 24 A. (No response.)
 25 Q. West Elk Soccer Club?

- 1 A. Present.
 2 Q. Westminster Soccer?
 3 A. Present.
 4 Q. And Wheat Ridge Avalanche?
 5 A. Present.
 6 SECRETARY HAYES: Let me run through the
 7 ones we missed just to be sure that I didn't miss
 8 them.
 9 Q. Is Bear Creek here?
 10 A. (No response.)
 11 Q. No Bear Creek. How about Chivas?
 12 A. (No response.)
 13 Q. Elevation FC?
 14 A. (No response.)
 15 Q. Colorado Ice?
 16 A. (No response.)
 17 Q. Grand Junction Soccer Club?
 18 A. (No response.)
 19 Q. High Country Soccer Association?
 20 A. (No response.)
 21 Q. Roaring Fork?
 22 A. (No response.)
 23 Q. Rocky Mountain Soccer Academy?
 24 A. (No response.)
 25 Q. Or United Soccer Club?

- 1 A. (No response.)
 2 MR. BAHARMAST: And the chat says Bear
 3 Creek is here but the mic is not working.
 4 SECRETARY HAYES: Got it. Okay.
 5 Thanks --
 6 MS. HICKEY: Also High Country is here,
 7 Adam, but it looks like Michael cannot unmute his
 8 phone.
 9 SECRETARY HAYES: Okay. So we've got
 10 High Country here --
 11 MS. HICKEY: So he's here.
 12 SECRETARY HAYES: -- and we've got Bear
 13 Creek here. Great. Thanks, everybody.
 14 UNIDENTIFIED SPEAKER: Colorado Ignite
 15 is here also.
 16 SECRETARY HAYES: We've got Vail Valley
 17 as well, Colorado Ignite, and United is on the chat
 18 also. Great.
 19 I'll have a comprehensive list here,
 20 Jeff and Nate, when we finish. And there's certainly
 21 enough to have a quorum. I've got Montrose and Vail
 22 Valley as well. Great.
 23 PRESIDENT RUEBEL: And I think that's
 24 correct that we do have sufficient numbers for a
 25 quorum, so we will proceed with conducting our

1 business of the annual general membership meeting of
 2 Colorado Soccer.
 3 The first item of business will be the
 4 approval of minutes from the last annual general
 5 membership meeting.
 6 Do I hear a motion to approve those
 7 minutes?
 8 You have to unmute.
 9 Oh, come on, somebody.
 10 MR. SPIRES: So moved. Jared Spires,
 11 Real Colorado.
 12 PRESIDENT RUEBEL: Do I hear a second?
 13 MR. WHITE: Second. Colorado Mountain
 14 United.
 15 PRESIDENT RUEBEL: Okay. It's been
 16 moved and seconded to approve the minutes. Open it
 17 up for discussion. Any discussion of the minutes,
 18 changes, errors, comments?
 19 Hearing none, I'm going to put it to a
 20 vote. All in favor say "aye."
 21 MULTIPLE SPEAKERS: Aye.
 22 PRESIDENT RUEBEL: All opposed say
 23 "nay."
 24 Any abstentions?
 25 Minutes stand approved.

1 Next item of business is the written
 2 reports from officers and standing committees. It's
 3 in the AGM book. The one I do want to note is that
 4 Nate did not get his report in on time. Shame on
 5 him. No. We actually discussed what he thought he
 6 would do is go ahead and talk at the club workshop
 7 next week to bring us up to speed on what his report
 8 would have been, so his report will be there.
 9 But otherwise there are other reports in
 10 there, including my own. Unclear whether or not you
 11 have -- anyone has had a chance to review or discuss
 12 it, but at this point, let's -- are there any
 13 questions, comments, et cetera, about the reports?
 14 Hearing none, I will entertain a motion
 15 to accept the reports of the officers of the Colorado
 16 Soccer Association as submitted to the membership.
 17 Do I hear a motion to approve that?
 18 MR. CHAMBERLIN: Motion to approve.
 19 PRESIDENT RUEBEL: Okay. A second?
 20 MS. AVALOS SHISLAK: I second.
 21 UNIDENTIFIED SPEAKER: Second to
 22 approve.
 23 PRESIDENT RUEBEL: All right. Any
 24 further discussion?
 25 Hearing none, the written reports stand

1 approved.
 2 All right. The next item on the agenda
 3 is the ratification of the board action. Over the
 4 course of the last year, the board has taken various
 5 actions including, perhaps, most importantly, its
 6 steps with regards to the COVID virus and decisions
 7 to have a fall season, to cancel the spring season,
 8 et cetera, et cetera. By bylaws, the board action
 9 should be ratified by the members if they approve of
 10 it in order to demonstrate that they were within the
 11 course and scope of the membership and their
 12 authority by the bylaws.
 13 I will entertain a motion to ratify the
 14 actions of the board as reflected in the minutes of
 15 the Colorado Soccer Association records. Do I hear a
 16 motion to grant -- moving to that -- accept -- moving
 17 to ratify the actions of the board?
 18 MR. SPIRES: Jared Spires, Real
 19 Colorado, so moves.
 20 PRESIDENT RUEBEL: Do I hear a second?
 21 MR. CARROLL: Second. John Carroll,
 22 Rush Soccer.
 23 PRESIDENT RUEBEL: There's a motion to
 24 ratify the actions of the board. Any discussion of
 25 the actions of the board or activities that were

1 conducted by the board over the course of the past
 2 year?
 3 MR. SHOTTS: Jeff, this is Nate. Just
 4 as a reminder, when you speak, please identify
 5 yourself so the stenographer can get that into the
 6 minutes properly, please.
 7 PRESIDENT RUEBEL: Any other comments?
 8 Hearing none, it's been moved to ratify
 9 the actions of the board for the 2020 year.
 10 All in favor, say "aye."
 11 MULTIPLE SPEAKERS: Aye.
 12 PRESIDENT RUEBEL: All right. All
 13 opposed say "nay."
 14 Any abstentions?
 15 Motion passes. The actions of the board
 16 are ratified.
 17 All right. Next item is a little bit
 18 more open. Unfinished business. I don't show any
 19 record of any unfinished business. Is there any
 20 unfinished business that the members wish to bring to
 21 the attention of the general membership?
 22 Hearing none, we'll move on to the next
 23 item.
 24 The next item, there's -- there are two
 25 proposed amendments to the bylaws. The one -- I want

1 to address the one in particular, which is the
2 reorganization of the bylaws, but I will hold that to
3 be the second item we discuss. The first one will be
4 the amendment that was proposed by Jared Spires.

5 Jared, do you want to explain the motion
6 to the membership?

7 MR. SPIRES: You know what? I think it
8 was really simple. The expectation was just to clean
9 up the term limits relative to the officer positions
10 and not impact the director positions. So we want to
11 make sure we limit the term of officer and how long
12 they can be there, but at the same time, due to
13 institutional knowledge, we want to provide those
14 people to be able to stay on if necessary as director
15 for continuity sake.

16 There's going to be natural transition
17 and term limits are always healthy as it stands, but
18 I thought for CSA they should be more targeted to the
19 officer positions. So that's the short of it.

20 PRESIDENT RUEBEL: Thank you, Jared.

21 And just so everyone is aware, it is in
22 the AGM book. What it does is it does exactly what
23 Jared says. It limits the number of terms to four
24 two-year terms that any director can serve as an
25 officer without -- they could then step on and be a

1 something.

2 MR. SHOTTS: Thank you, Jeff.

3 So at this time I would entertain the
4 motion which Jared's put on there.

5 MR. SPIRES: Jared Spires, Real
6 Colorado. So moved.

7 MR. SHOTTS: Yeah. Second?

8 MS. AVALOS SHISSLAK: CASA. Second.
9 Maribelia Avalos.

10 MR. SHOTTS: Thank you, Mari.

11 Any further discussion from anyone at
12 this time?

13 MR. BRYSON: Hey, can you hear me, Nate?

14 MR. SHOTTS: Yes, Chris. I hear you.

15 MR. BRYSON: Hey, it's Chris Bryson,
16 United Soccer Club. So I just have a question on
17 that. If the intent -- I'm sorry. Jared? Is that
18 who proposed this?

19 MR. SHOTTS: Yes, sir.

20 MR. BRYSON: If the intent is to limit
21 officers to either eight years or four terms, it
22 seems like maybe the word "consecutive" needs to be
23 removed from the motion -- from the language, because
24 all you would have to do is have whatever -- some
25 intervening period, a day, and you could have them up

1 member of the board of directors, but they are no
2 longer serving as an officer.

3 Officers -- I mean, board of directors
4 can serve more than four two-year terms. I think
5 Jared is right. I think the need for this came about
6 because, at the time the original bylaw was passed,
7 the -- there was no term limit and the membership
8 elected the president. Since that time, we amended
9 the bylaws to allow for the directors to vote and for
10 the officers -- the membership no longer does -- the
11 membership just elects the directors. So this is the
12 membership's effort to limit the number of terms that
13 a board member may be an officer to four consecutive
14 terms.

15 Just so everyone is aware, I have -- I
16 am going to mute myself from all of this since I am
17 directly affected by this. I've served three
18 two-year terms as the president, so I would have one
19 more term of eligibility as the president or an
20 officer but could continue as a director. Aldo
21 DelPiccolo, I think, is in the same position as I am.

22 So what I'm going to do, if it's all
23 right with everyone else, is I'm going to let Nate,
24 then, conduct any further discussion of this and
25 conduct the vote while I go get another Coke or

1 there for eight years or seven and a half years, they
2 step down for a day, and then they could do four more
3 terms as long as they're not consecutive. So if
4 we're looking for total time, we might think about
5 putting a number of years in there or putting --
6 taking out the word "consecutive."

7 I mean, is that your intent, Jared? I
8 mean, I'm not trying to put words in your mouth, but
9 it just seems like a pretty --

10 MR. SPIRES: You know, and I would --

11 MR. BRYSON: -- good workaround.

12 MR. SPIRES: -- and I would accept that
13 as a friendly; however, I guess my intention behind
14 it was a three-year gap is a pretty long period of
15 time for continuation of a chairman or any position
16 to continue. It's a sizable gap.

17 And if there is some strategic reason
18 why that person should be brought in, whether it's
19 the uniqueness of their professional life or their
20 expertise, I didn't want to deny that right, feeling
21 that a two-year period was a good-enough separation.
22 If someone wanted to serve 16 -- a total of 18 years,
23 God love them.

24 But my intention was just to keep it
25 simple and also not provide -- it to be too difficult

1 if there was some extenuating circumstance where
2 someone wanted to come back. And again, because the
3 board holds the votes for who is the officers, and
4 that's who we elect, I felt confident in the board's
5 ability to do the right thing.

6 MR. BRYSON: Okay. Thanks for your
7 explanation. I guess my opinion on that then would
8 be that it almost makes the motion meaningless
9 because it's so easy to get around the term limit.
10 So if we want a term limit, we should have a term
11 limit; if we don't, then let's just continue as is.
12 But that's just my opinion on that. So thanks for
13 your explanation though.

14 MR. CHAMBERLIN: I have a question as
15 well. This is Tom Chamberlin with Wheat Ridge
16 Avalanche.

17 As it's worded now, it makes it sound
18 like no one could be an officer for four term limits.
19 What -- to me, the way I read that would be is you
20 couldn't be the secretary for three and then, you
21 know, the president -- I'm just making stuff up --
22 like, the president for two. Is that the way you
23 intended it, Jared, or --

24 MR. SPIRES: I did. I intended that
25 they -- yeah. They could not be an officer

1 somebody else?

2 I don't have an answer for that
3 question. I just thought I would pose it.

4 MR. SHOTTS: If --

5 MR. SPIRES: You know, Adam -- and this
6 is Jared. Just from a simplicity standpoint -- and
7 we talked about this. It would seem pretty unique
8 for someone to step down and, you know, someone to
9 come in to an officer role. If they did, then that
10 would be part of their first term, so then they would
11 have seven years.

12 If we put too much detail in there, it
13 becomes a lot of minutia, but the intent was that
14 would be part of their term. So even though it was a
15 one-year to complete the cycle, at the end of the
16 day, that's a -- that would count as their first
17 term.

18 SECRETARY HAYES: And that's fine with
19 me. I just wanted to be sure we had that topic
20 thought through. Thank you.

21 MR. SHOTTS: Yeah. And that's the way I
22 would take that as well with Jared's explanation.

23 Any more discussion? If not, at this
24 time we'll go ahead and hold the vote. Lisa has sent
25 out everything.

1 regardless of what that officer was -- position was
2 for more than four consecutive terms.

3 MR. CHAMBERLIN: Okay.

4 MR. SPIRES: Because oftentimes your
5 vice chair will ultimately be your chair-elect and
6 then ultimately your chair, but I didn't want to
7 provide that officer, at least in my discussions with
8 Jeff and Nate, for it to be a positional type of
9 succession, more just relative to the term itself.

10 MR. SHOTTS: Any more discussion on
11 this?

12 So at this point in time --

13 SECRETARY HAYES: Hey, Nate? Can you
14 hear me? They is Adam Hayes.

15 MR. SHOTTS: Yeah, Adam.

16 SECRETARY HAYES: Just a quick comment.

17 In the past we've had some board directors filling
18 one-year terms. If a director were to move on, that
19 seat would open up for a one-year term.

20 So as we're -- if we're talking about
21 term limits, eight years would be obviously four
22 times two-year terms. If someone were to come in for
23 a one-year term, would that be a seven-year or a
24 nine-year? Would that one-year term count as one of
25 their four if it's filling a seat that was held by

1 Lisa, do you want to jump on?

2 MS. STIBLEY: Yes, please.

3 I just wanted to make sure that everyone
4 is actually logged in, they know where to log in, and
5 that they're ready to vote. Is there anybody who
6 isn't? Okay.

7 MR. CHAMBERLIN: I apologize, Lisa. I'm
8 not logged in.

9 MS. STIBLEY: Okay. Is that -- who is
10 that? Adam?

11 MR. CHAMBERLIN: This is Tom Chamberlin,
12 Wheat Ridge Avalanche.

13 MS. STIBLEY: Okay, Tom. Do you know
14 where to log in?

15 MR. CHAMBERLIN: I believe I do.

16 MR. AMBROSE: Hey, Lisa.

17 MS. STIBLEY: Give me a second.

18 MR. AMBROSE: Lisa, can you hear me?
19 Peter Ambrose.

20 MS. STIBLEY: Yes, Peter.

21 MR. AMBROSE: I'm on a different
22 computer that doesn't have that e-mail. Is the
23 voting going to happen right now or can I send it
24 from my phone to this e-mail? Do I have time?

25 MS. STIBLEY: If I show you the URL, you

1 can just log in from where you are. Let me do that
 2 real quick.
 3 MR. SHOTTS: While she's getting
 4 everybody -- Tom and Peter set up, was there anybody
 5 else? Everybody else logged in? The silence means
 6 yes.
 7 MR. BRYSON: Hey, Nate, just
 8 procedurally on that, is it just going to show up in
 9 "My Votes" or in the open votes? Is something going
 10 to change and pop up? Is that how that works?
 11 MR. SHOTTS: Yes. Yes.
 12 MR. BRYSON: Okay.
 13 MS. STIBLEY: I'm going to go ahead and
 14 open it, right? Are we ready?
 15 MR. SHOTTS: Yeah. Go ahead and open it
 16 now.
 17 MS. STIBLEY: Is there anybody who
 18 doesn't see it?
 19 MR. SHOTTS: Tom, you and Peter, are you
 20 set yet?
 21 MR. CHAMBERLIN: No. I'm sorry. I'm
 22 still working on it, Nate. This is Tom.
 23 MR. SHOTTS: Okay. I'll give you a
 24 minute here.
 25 What about you, my friend, Peter?

1 Silence says yes.
 2 Once we get everybody set up, then the
 3 explanation -- Lisa, and correct me if I'm wrong --
 4 on the voting scale, when you push in -- when you
 5 push the 1, it's a yes; 2 is no; and 3 is you
 6 abstain.
 7 MS. STIBLEY: Yeah. They'll be able to
 8 clearly see which one is yes, no, or abstain.
 9 MR. SHOTTS: All right. So, Tom, give
 10 me a heads-up when you're ready.
 11 MR. AMBROSE: Nate, it's not letting me
 12 sign in.
 13 MR. CHAMBERLIN: Nate, this is Tom. I'm
 14 signed in. Thanks for your patience.
 15 MS. STIBLEY: Do you need me to send you
 16 a link, Peter?
 17 MR. AMBROSE: I'm resetting my password.
 18 MR. SHOTTS: While Peter is finishing
 19 that up, I assume everybody else is good?
 20 MR. AMBROSE: Hey, Lisa. It sent me
 21 another password, but it's still denying me. Let me
 22 try one more time.
 23 MS. STIBLEY: Okay.
 24 MR. SHOTTS: Would it be easier just to
 25 send him a new --

1 MR. AMBROSE: Okay. Now it let me in.
 2 MS. STIBLEY: Okay. Good.
 3 MR. AMBROSE: Thank you. Sorry for the
 4 delay.
 5 MR. SHOTTS: Okay. So we're all set?
 6 So Lisa has now opened the voting.
 7 We'll do a countdown from 10. When it gets to 5,
 8 I'll count down to 5.
 9 Voting is now open. Everybody place
 10 their votes now, starting at 10.
 11 5, 4, 3, 2, 1. Voting is now closed.
 12 MS. STIBLEY: They should have results
 13 on their page, but I can also show you the result
 14 page I have.
 15 MR. SHOTTS: Yes, please.
 16 MS. STIBLEY: Can you see that? In
 17 favor was 90 percent, against was almost 10 percent,
 18 and zero abstained.
 19 MR. SHOTTS: Okay. The motion passes.
 20 I want to thank everybody and bring Jeff back on.
 21 Jeff? Hello?
 22 This is a reminder if you can mute your
 23 phones.
 24 PRESIDENT RUEBEL: Thanks, everyone.
 25 MR. SHOTTS: Mute.

1 PRESIDENT RUEBEL: The other proposed
 2 amendment to bylaws is -- it's kind of an odd one.
 3 For the past couple years, those who
 4 have gone through the bylaws have commented that
 5 we've had -- you know, that they can be confusing and
 6 other problems. So as a -- kind of a personal
 7 project, I set about going through the bylaws to try
 8 to make -- reorganize them, clean them up, basically
 9 straighten them all up. I started this about a
 10 couple months ago and unfortunately didn't finish
 11 them until really pretty much early January.
 12 I ran them by the board to make sure
 13 that, in my process of reorganizing and everything
 14 else, I didn't eliminate provisions that needed to be
 15 kept. The goal was to keep everything that was in
 16 there, not change anything, just basically clean it
 17 up.
 18 So what I did was I went through and I
 19 had moved certain sections to combine them into a
 20 logical place, I deleted several different duplicate
 21 sections, and I restructured the bylaws to make
 22 everything fit. For example, there were three
 23 different places within the bylaws -- old bylaws
 24 where new membership was discussed, and that didn't
 25 make any sense to me. It made sense to me to --

1 basically, it should all be under one section. And
2 so I tried to move everything under there, make it
3 all consistent, and put it in there.

4 I recognize that the revised bylaws did
5 not get out to you all until yesterday, and I do
6 apologize for that.

7 The second thing is, of course, is I
8 know it would be most -- it would be -- had it not
9 been for the way it was done, it would have been most
10 helpful if I could have provided you with a redlined
11 version to show what had happened, but when I ran a
12 redline, it looks like it was attacked by a
13 6-year-old with crayons. So I was like, okay, that's
14 not going to help anybody because sections being
15 moved, sections being deleted, et cetera, it's just
16 very difficult to see exactly what had happened.

17 So, you know, there's a real question, I
18 think, that whether or not, given it's just
19 reorganizing, does the membership have to approve it?
20 My decision was let's do it on the basis of let the
21 membership look at it, approve it, and then we all
22 know what the operative document is, that it really
23 should be something that the board -- that the
24 membership as a whole has a chance to look at, read,
25 make sure what it is, and also it would help in terms

1 of that way everyone knows exactly what the bylaws do
2 say.

3 So that being the case, I'm putting the
4 reorganized bylaws out there, and we'll entertain a
5 motion to approve the organized bylaws. However, I
6 certainly would understand if an amendment were -- I
7 mean, if a motion were proposed to delay adoption
8 until a special meeting down the road to give
9 everyone a chance to review it and make sure exactly
10 what they're approving. So I'm not going to be
11 hostile or offended by postponing adoption of it,
12 and, in fact, having that, people might have ideas
13 and thoughts about what other changes might be
14 necessary which we could then take up, like, either
15 at the special meeting or next year.

16 On the other hand, like I said, there's
17 really nothing new in there. It's all the same
18 things that were in there, just sections deleted,
19 sections moved. I've tried to make it structured in
20 an organized way.

21 So with that preface, I'm going to start
22 by asking is there a motion to approve the
23 reorganized and cleaned up bylaws submitted to the
24 membership?

25 MS. MAY: Lisa May, B-Elite. I motion

1 to approve the submitted bylaws.

2 PRESIDENT RUEBEL: Did I hear a motion?

3 MS. MAY: This is Lisa May, B-Elite

4 Denver. I motion to approve the bylaws.

5 PRESIDENT RUEBEL: I see Lisa, but I
6 don't hear her.

7 MR. BRYSON: She made a motion to
8 approve.

9 MR. SHOTTS: Yeah. Lisa did say that,
10 so -- Lisa May, B-Elite.

11 PRESIDENT RUEBEL: Oh, you know what?
12 I'm sorry. That was me. I hadn't turned the sound
13 back on on my computer while you guys were discussing
14 the last one.

15 MR. SHOTTS: Yeah. Lisa May, B-Elite,
16 made the motion.

17 PRESIDENT RUEBEL: Is there a second?

18 MR. BRYSON: Chris Bryson, United. I'll
19 second that.

20 PRESIDENT RUEBEL: Okay. So now we can
21 go into discussion mode to discuss what was done in
22 there and what was done. Any comments, discussion,
23 or concerns?

24 Hearing none. Let's go ahead and put it
25 to a vote.

1 All in favor of -- oh, wait. We've got
2 to have it probably tabulated, don't we? I think I'd
3 rather have it tabulated than do it by acclamation.
4 Can we put it to a formal vote on NemoVote?

5 MS. STIBLEY: Yes. I'm setting it up
6 right now and sending it out.

7 PRESIDENT RUEBEL: Thank you.

8 MS. STIBLEY: You should receive it.

9 MR. SHOTTS: Lisa, is it open now?

10 MS. STIBLEY: Yes, it is.

11 MR. SHOTTS: Okay.

12 MS. STIBLEY: Oh, actually, it's -- it
13 is open now, yes.

14 MR. SHOTTS: All right. So everybody
15 can start to vote. There won't be any countdown. It
16 will tabulize it and give you the. . .

17 MS. STIBLEY: Let me know when to close
18 it, Nate.

19 MR. SHOTTS: We'll give you about five
20 seconds. Voting is now closed.

21 MS. STIBLEY: Okay. And again, everyone
22 should have results on their page, but I will show
23 you the overall results from my page in a second
24 here.

25 Sorry. Wrong one. There we go.

1 It looks like 85.71 percent were in
 2 favor, 3.57 percent were against, and 10.71 were
 3 abstain.

4 PRESIDENT RUEBEL: All right. The
 5 reorganized, cleaned-up bylaws stand approved having
 6 met the two-thirds majority required by the bylaws.

7 So all right. Next item of business
 8 will be the elections of officers and directors.

9 Before we actually do the election part, I do want to
 10 take this opportunity to let everyone know that two
 11 members of the board did not stand for reelection,
 12 one being Peter Mason, one being Emile Reed. Both of
 13 them have provided great service to Colorado Soccer.

14 Peter has been on the board for six
 15 years, served as the treasurer, was very much a
 16 person who was cognizant of the finances of Colorado
 17 Soccer and also worked zealously on behalf of the
 18 referee community.

19 Emile came on, was helpful in the
 20 investment portion of the Colorado Soccer operations,
 21 having reviewed the investment policy, followed the
 22 investments, and also taking some actions on behalf
 23 of the field committee.

24 So both of them were very helpful to
 25 Colorado Soccer. It's -- so it's some regret that we

1 see them step away from Colorado Soccer, but I'm sure
 2 we'll be able to pull them back in for volunteer work
 3 down the road in the future. And we have provided --
 4 we have purchased a plaque for both of them
 5 expressing our appreciation to them for their
 6 assistance to Colorado Soccer, so . . .

7 The other four members who are on -- the
 8 two-years are staggered, so there's six openings each
 9 year. The other four, which are me, Aldo, Adam,
 10 and -- who's the fourth? Joe?

11 MR. SHOTTS: Steve.

12 PRESIDENT RUEBEL: Steve. Okay. I
 13 apologize. I should have followed up on that.

14 Will be standing for reelection. We
 15 also have new candidates.

16 So what I'm going to do with this is
 17 let's -- if you would be so kind, Nate, to allow each
 18 candidate to speak for a couple minutes about why
 19 they want to see -- why they want to be on the
 20 Colorado Soccer board and where they -- what they
 21 think they can bring to help Colorado Soccer and
 22 where Colorado Soccer needs to go in their opinion.
 23 Two minutes isn't much time, but at least try to give
 24 us an idea of what you're thinking and why you want
 25 to be on the Colorado Soccer board.

1 So, Nate, will you let each person --
 2 call each person out, and we'll let them speak.

3 MR. SHOTTS: Yeah. I -- let's go ahead
 4 and we'll just start, actually, with the president,
 5 which is Jeff. So we'll go right down the line that
 6 way.

7 PRESIDENT RUEBEL: All right. Thanks,
 8 Nate.

9 Yes, I am standing for a fourth term as
 10 a director. And I've been fortunate to -- originally
 11 elected as president and have been elected by the
 12 other board of directors as president for all three
 13 terms that I've served.

14 I'm looking at finishing up my tenure as
 15 an officer with Colorado Soccer. We have made a lot
 16 of progress from where we were, and I'm very proud of
 17 that, but there's work to be done, particularly,
 18 because COVID last year significantly -- well, caused
 19 a significant impact to Colorado Soccer.

20 And I want to be part of making soccer
 21 the preeminent sport, helping bring the World Cup,
 22 helping to get the numbers back up in terms of
 23 recreational players and others, to work to develop a
 24 bigger field grant -- field foundation race to be
 25 able to give bigger field grants, and otherwise help

1 grow the sport in Colorado. And that's why I've
 2 decided I will stand for election for another
 3 two-year term.

4 MR. SHOTTS: Thank you, Jeff. I'm going
 5 to move to our VP, Aldo DelPiccolo, and then I'll
 6 move to Adam.

7 VICE PRESIDENT DELPICCOLO: Thank you.
 8 Just very briefly for those of you that
 9 don't know me, I'm Aldo DelPiccolo, and I have also
 10 been on the board for six years now, so I'm standing
 11 for reelection on my fourth term. I currently hold
 12 the position of vice president.

13 I am -- I feel that things are going
 14 quite well, notwithstanding the pandemic that hit.
 15 But taking that out of the picture, I'm very pleased
 16 with the way the Colorado Soccer Association has been
 17 progressing and how they have been governing our
 18 association, in large part, thanks to Nate and his
 19 staff who have done an incredible job and I'm sure
 20 will continue to do that.

21 So thinking that, for me, things are
 22 going well, I'd like to see this continue. I'd like
 23 to see us move forward on a couple of points. One,
 24 as Freitag indicated as well, participation. Let's
 25 get the numbers up. That would be one of my biggest

1 goals.
 2 As Jeff just mentioned, let's take a
 3 look at and continue to progress on our facilities
 4 management, facilities development, and facilities
 5 ownership, and also the quality of the product that's
 6 coming out of Colorado. It's a high -- it's a
 7 high-quality product, but it can be better. And I
 8 very much encourage the continuing coaching licensing
 9 and education as well as the -- you know, our great
 10 referee program. When I came in six years ago, that
 11 was the biggest issue on the block was the referee
 12 program, and with Esse's help, we have certainly, I
 13 think, turned that around very, very nicely.

14 So very quickly, I am associated with
 15 the Wheat Ridge Soccer Association. I have also been
 16 associated as a player, as a coach, as a parent with
 17 several other large clubs throughout our metropolitan
 18 area, but most recently I'm still the director of
 19 coaching with the City of Wheat Ridge.

20 What I can tell you, that if you elect
 21 me to continue to help govern our association, what
 22 you're going to get from me is fairness and justice.
 23 And, you know, whatever issue comes up, I want to
 24 make sure that people are treated fairly, and that's
 25 where I'm headed. So thank you.

1 MR. SHOTTS: Thank you, Aldo.
 2 Adam Hayes, you'll be up, and then
 3 Steve, I'll ask you to speak after Adam.

4 SECRETARY HAYES: Hey, Nate. Thank you
 5 for the introduction. I'm driving now, so in an
 6 effort of safety, I'm not going to try to look at the
 7 camera and talk and then drive at the same time.

8 But a little bit of background. I've
 9 been running -- this will be my fifth year on the
 10 board, and in the last three years I've served as the
 11 secretary to the board. I feel like my
 12 contributions -- I hope my contributions have been
 13 valuable and insightful for the governance of
 14 Colorado Soccer.

15 I've been in the Colorado Soccer scene
 16 since 2006. I've been in many roles as a volunteer,
 17 as a coach of teams, as a board member for a club, as
 18 an executive director of a club, and, of course, as
 19 the board of directors here with Colorado Soccer.

20 I think I can provide a number of
 21 different insights to the sport in how I've seen the
 22 sport evolve and grow in our state. I can add a
 23 parent of soccer players now to the list. I have two
 24 daughters, one of whom plays with FC Boulder and one
 25 of whom plays with Colorado Ignite. And so I think I

1 can bring a different -- you know, a pretty
 2 levelheaded and a number of different viewpoints to
 3 the topics that we consider having worn a number of
 4 different hats, you know, in the soccer world.

5 One project of mine that I think is high
 6 on my list of things I would want to focus on in the
 7 next two-year term is support -- giving support to
 8 all of our member organizations in terms of club
 9 structure and club governance: bylaws; 501(c)3 rules
 10 and regulations; forecasting/budgeting for one year,
 11 three year, five years down the road. Just offering
 12 insights. Not offering rules and regs, but offering
 13 insights and structure and some scaffolding ideas to
 14 some of our clubs.

15 Our clubs are so diverse in terms of
 16 number of players, size of clubs, budget that we work
 17 with, volunteers versus paid staff, geography, so on
 18 and so forth, that I think the board of CSA and one
 19 of the roles and hats I'd like to wear would be to
 20 provide clubs with some guidance, sounding board,
 21 advice-giving, those types of things to enhance the
 22 strength of all the clubs that we do have, reduce the
 23 number of clubs that turn over, and enhancing their
 24 ability to operate, you know, at a high level for the
 25 sake of the sport in the state.

1 So I hope that you'll give me a chance
 2 to serve the membership for another two years, and
 3 thanks again for your time.

4 MR. SHOTTS: Thank you, Adam. At this
 5 time, Steve White, I'll ask you to go, and then I
 6 will ask John Carroll to go after Steve.

7 DIRECTOR WHITE: I'm looking forward to
 8 my third term on the board. And I want to first say
 9 that one of my early mentors in soccer told me that
 10 the game belongs to the players. I really strongly
 11 hold that to my heart and want to do everything I can
 12 to -- for the players' benefit. I've served as a
 13 coach, a director -- a club director, high school
 14 coach, youth coach, college coach. And the only
 15 thing I haven't gotten into is refereeing. I'm a
 16 little timid on that.

17 But my voice is one that I feel I can
 18 bring to the western half of the state for the
 19 mountain region, and it's important to me to be
 20 involved in the game at this level. I really feel
 21 like I have some logic and passion for the sport, and
 22 so please give me a vote. Thank you.

23 MR. SHOTTS: Thank you, Steve.

24 At this time I'll ask John Carroll to go
 25 and then ask Temi to go after John. Thank you.

1 MR. CARROLL: Thanks, Nate.
 2 This would be my first opportunity to be
 3 voted on to the board with Colorado Soccer. I'm
 4 currently the director of operations general manager
 5 at Colorado Rush. I've been a member of Colorado
 6 Soccer since I was 4 years old. I've been a member
 7 as a player, coach, director. I've got four kids,
 8 three which -- or two which have played for Colorado
 9 Soccer and two that are right now 2 years old and
 10 2 months old, so -- what's that, Nate?
 11 Can you guys hear me?
 12 PRESIDENT RUEBEL: Yeah, we can hear
 13 you, John. I think it was just someone that had
 14 their mic on and picked up some feedback.
 15 MR. SHOTTS: Yeah. Can I get everybody
 16 to mute? Go ahead, Johnny. Sorry.
 17 MR. CARROLL: Perfect.
 18 You know, I've been able -- I've been
 19 fortunate to be around a lot of the staff, Nate, and
 20 Lisa, and those people working with the state, and I
 21 want to thank them for their work, especially over
 22 this last year with COVID. I know all the clubs had
 23 to work through the same difficulties on a club
 24 level, that the state had to work on a state level.
 25 And, you know, I think my expertise is,

1 you know, nowhere near where the current board
 2 members are, but I think, you know, coming in with a
 3 different mentality, maybe looking after the clubs,
 4 looking after the membership, making sure that
 5 there's a voice from the club standpoint is
 6 important.
 7 So, you know, I guess I look forward to,
 8 you know, potentially working on the board and making
 9 a difference for everybody. So thanks, Nate.
 10 MR. SHOTTS: Thank you very much,
 11 Johnny.
 12 At this time, Temi, if you're on, and
 13 then I'll ask Mike Schrad and then Josh to go.
 14 MR. OSIFODUNRIN: Thank you, Nate. I
 15 appreciate it.
 16 My name is Temi Osifodunrin. I have
 17 somehow been a part of the Colorado Soccer community
 18 for over 14 years now as a volunteer, as a parent
 19 coach, as a tournament organizer, and just a
 20 community member, a fan of the sport.
 21 I come from a background -- I serve --
 22 well, currently I serve as a mayor-appointed
 23 commissioner for the City of Denver's Immigrant and
 24 Refugee Commission. I think I bring a different lens
 25 when it comes to underserved communities, the

1 immigrant and refugee communities, and also the adult
 2 community.
 3 I'm currently the general manager of GAM
 4 United Football Club, which is basically an adult
 5 team that plays under the Colorado Super League,
 6 Colorado Soccer Association Super League umbrella.
 7 And I think, for me, I bring a different lens from
 8 the adult side.
 9 I think between that U19 group to the
 10 ones that do go to college or the ones that stay
 11 home, giving them an avenue to keep playing here in
 12 Colorado, giving them an avenue to -- you know, to
 13 keep getting better on their craft if they take gap
 14 years and things of that nature. So I think, for me,
 15 just pushing the adult -- pushing the adult umbrella
 16 would be something big for me if I'm given the chance
 17 to be on the board.
 18 Again, I just want to thank you guys for
 19 at least listening and possibly giving us -- giving
 20 me the opportunity to serve on the board.
 21 MR. SHOTTS: Thank you very much, Temi.
 22 Mike?
 23 MR. SCHRAD: Thanks, Nate.
 24 I just wanted to start off by saying,
 25 hey, it's good to see everybody. A lot of you guys I

1 have not seen for quite a while since COVID started,
 2 so even though it's on the computer, I appreciate it.
 3 For those of you that don't know me,
 4 just like Temi, I actually started in the soccer
 5 community 14 years ago starting just coaching U4s and
 6 have grown through the game and through the community
 7 to the point now where I'm serving as executive
 8 director at Broomfield Soccer Club and going on my
 9 sixth year there.
 10 Prior to getting involved in the soccer
 11 community, I actually was a practicing doctor of
 12 chiropractic, which I didn't think would have any
 13 kind of crossover into soccer, but having that
 14 healthcare background this past year has certainly
 15 proven helpful dealing with all the COVID stuff and
 16 all the crazy rules and different things that have
 17 gone on with that. In that capacity too, I actually
 18 have been serving on the CSA advisory committee
 19 helping to get through all of the COVID stuff in the
 20 past year.
 21 In addition to that, I actually serve on
 22 the parks and rec advisory committee for the City of
 23 Broomfield, so I have a little bit of background as
 24 well with, you know, field development, parks and rec
 25 perspective, which is a little bit of a different

1 perspective than what just the soccer association
2 has.

3 In running for the board, I just want to
4 offer my services. I've always really appreciated
5 how strong Colorado Soccer Association is as far as a
6 statewide association, especially looking around the
7 country at different associations that might struggle
8 a little bit more. We've got a very good community,
9 and I just wanted to continue to offer my services
10 and my perspective. And I thank you all for your
11 consideration. I appreciate it.

12 MR. SHOTTS: Thank you very much, Mike.
13 And now, Josh. We welcome Josh to
14 speak.

15 MR. HOLLON: So introductions, I'm Josh
16 Hollon. Professionally, I'm not a soccer
17 professional. I'm a civil engineer for almost
18 25 years now. I've worked on everything from small
19 land development and park jobs to billion-dollar
20 infrastructure work. Locally, I've worked with the
21 City of Denver, designed pieces of RTD's light-rail,
22 and worked on some major projects for I-25 and I-70
23 for CDOT.

24 I really enjoy working in collaborative
25 teams, somebody -- working with other people of

1 different backgrounds, different experiences,
2 learning from them, sharing my input from my
3 background, and coming to a common resolution that
4 serves us all best.

5 On the soccer front, obviously, I'm a
6 long-time fan of the game, been an adult recreational
7 player for over 20 years. I've more recently been
8 involved as a soccer parent. My son plays
9 competitively in P1, and as he's grown through his
10 soccer career, I've been looking at ways to give
11 back.

12 For the past three years I've supported
13 his club and his academy supporting travel
14 coordination, three years of going out to Desert
15 Conference, this year going out to U.S. Youth Soccer
16 Showcase, South and North Carolina. Last year he
17 turned 13 and we both got our grassroots referee
18 licenses, so we'll continue to support the game as
19 referees.

20 Last year I attended this meeting to try
21 to get involved and see how I could get involved with
22 CSA and support this organization. Many people
23 mentioned the field grant committee, so I served on
24 that last year. Fortunately, unfortunately, that was
25 way too easy. Bruce has that well-buttoned up, so

1 I'm looking for more.

2 I'm hoping that my experience as a civil
3 engineer can help support some of the infrastructure
4 and development, physical improvements that we want
5 to do -- help with our member clubs, and then as my
6 experience as a player, as a parent, as a ref, I can
7 provide more viewpoints to helping to expand and
8 improve sportsmanship at all levels, help bring an
9 outside, nonprofessional viewpoint to CSA.

10 So I'd appreciate the opportunity to
11 help CSA as a board member, and I'd appreciate your
12 vote. Thank you.

13 MR. SHOTTS: Thank you very much, Josh.
14 And that concludes our -- all of our
15 candidates. There are six positions and eight folks
16 running for those six positions. So we -- you will
17 be able to vote up to six, a minimum of one up
18 through six, on the voting scale.

19 When the voting is done, the tally will
20 be that the top six vote-getters will fill those six
21 positions. Those six positions will then go to the
22 board, and the board will then decide on the officers
23 at that -- at the next appointed board meeting.

24 So with that being said, Lisa, do you
25 have that that you can put up on the screen for

1 everybody?

2 Lisa, can you hear me? You're on mute.

3 MS. STIBLEY: So you should see on the
4 screen the candidates, and then I can go ahead and
5 open the vote when we're ready.

6 MR. SHOTTS: Okay. So the way it's set
7 up, if you push 1 you're voting for Jeff, if you push
8 2 you're voting for Adam Hayes, all the way down the
9 line. So make sure that when you're voting for six
10 positions -- or if you just want to vote for four,
11 that's fine -- make sure you're hitting the right --
12 and it should show on there, right Lisa?

13 MS. STIBLEY: Yes.

14 MR. SHOTTS: Okay. So at this point in
15 time, I will give -- I will give about 30 seconds for
16 everybody to get this in. Let's go ahead and open
17 the vote now, Lisa.

18 MS. STIBLEY: Yes.

19 MR. AMBROSE: Hey, Lisa?

20 MS. STIBLEY: Yes.

21 MR. AMBROSE: So it says, "Currently
22 there are no open votes assigned to you."

23 MS. STIBLEY: I haven't opened it yet,
24 Peter.

25 MR. AMBROSE: Oh, I'm so sorry.

1 MS. STIBLEY: That's okay.
 2 Go ahead and do it now, Nate?
 3 MR. SHOTTS: Yes. Let's go ahead and
 4 open it. Everybody should see it. Countdown to give
 5 about 30 seconds so everybody has time.
 6 MR. AMBROSE: And we vote for how many?
 7 MR. SHOTTS: You can vote for as many --
 8 at least one all the way up to six.
 9 MR. AMBROSE: Thank you.
 10 MR. SHOTTS: You're welcome.
 11 15 seconds.
 12 MR. SCOTT: Hey, Nate, this is
 13 Broomfield. It's only allowing us to select one
 14 person.
 15 MS. STIBLEY: Let me go back and see if
 16 I can change it then. Is that for everybody?
 17 MULTIPLE SPEAKERS: Yes.
 18 MR. SHOTTS: Scratch the countdown.
 19 We're going to start over.
 20 MS. STIBLEY: Okay. Give me a second
 21 here.
 22 MR. SHOTTS: The glitches of doing
 23 everything virtually. So we'll get through all of
 24 this, everyone.
 25 MR. BRYSON: Just to add more

1 complication, Lisa, I did submit a vote. I didn't
 2 know if you had to do one at a time. So I don't know
 3 if you can blow that away and start over or how this
 4 is going to work.
 5 MS. STIBLEY: I went ahead and erased
 6 the last vote altogether, so I'm doing a brand-new
 7 one.
 8 MR. BRYSON: Nate, shouldn't you be
 9 singing the Jeopardy music or something?
 10 MR. SHOTTS: You don't want that. There
 11 would be a lot of hanging up right now.
 12 MR. AMBROSE: I think you can do it,
 13 Nate, especially with that nice beard you've got
 14 during COVID.
 15 MR. SHOTTS: Thanks, Peter. That's a
 16 temporary fix. It's got to come off eventually. I
 17 was shocked I didn't see more of these beards running
 18 around.
 19 MR. AMBROSE: I brought back the mullet
 20 for the COVID times.
 21 MR. SHOTTS: Fantastic.
 22 MR. AMBROSE: A good old soccer mullet.
 23 MR. SHOTTS: The old days, right, Peter?
 24 MR. AMBROSE: Indeed.
 25 MR. SHOTTS: How are we doing, Lisa?

1 MS. STIBLEY: Getting there.
 2 MR. SHOTTS: I don't even have a good
 3 joke for everybody right now.
 4 MS. STIBLEY: So we're going to do a
 5 minimum of one and then a maximum of six --
 6 MR. SHOTTS: Six.
 7 MS. STIBLEY: -- is that correct?
 8 MR. SHOTTS: That's correct.
 9 MS. STIBLEY: Okay. I'm going to go
 10 ahead and save it and open it.
 11 MR. SHOTTS: Okay. So the voting is now
 12 reopened --
 13 MS. STIBLEY: Yes.
 14 MR. SHOTTS: -- correct?
 15 MS. STIBLEY: Yes.
 16 MR. SHOTTS: All right. So, everybody,
 17 let's try this one more time. A minimum of one all
 18 the way up to six. We'll start the countdown at
 19 about 30 seconds now to give you enough time. And
 20 it's open now. Go.
 21 15 seconds.
 22 All right. Let's go to 5, 4, 3, 2, 1.
 23 Closed voting.
 24 Lisa, can you tally the results?
 25 MS. STIBLEY: Sure will. Bear with me.

1 Sorry.
 2 MR. SHOTTS: It's all right.
 3 MS. STIBLEY: Okay. So it looks like it
 4 goes in order. So it looks like Jeff Ruebel had
 5 17 percent of the vote; Adam Hayes, 15 percent; Aldo,
 6 15 percent; Temi, 13.9 percent; and then Steve White
 7 is 12. And actually -- sorry. He's 12.22, but Mike
 8 Schrad is 12.64.
 9 Let me see if there's another way to
 10 open this up so that we can see it better. Bear with
 11 me here.
 12 Can you all see that, the result of the
 13 vote?
 14 MR. BRYSON: Yes, it's visible.
 15 MS. STIBLEY: Okay. So it looks like --
 16 MR. SHOTTS: So the sixth position -- it
 17 would be Jeff, Aldo, Adam, Steve, Mike, and Temi
 18 would be the six positions that would fill the six
 19 spots.
 20 MS. STIBLEY: Correct.
 21 MR. SHOTTS: So that concludes the
 22 election vote. I'll now turn it back over to our
 23 president, Jeff Ruebel.
 24 PRESIDENT RUEBEL: Thanks, Nate.
 25 I want to thank all the candidates for

1 their interest. It's a -- it's nice to have more
 2 candidates than slots in some ways because it shows
 3 that there's an active interest in the community. I
 4 do want to assure the other candidates that there are
 5 more than enough need for their volunteer, and we
 6 will be in touch with them about finding ways for
 7 them to help Colorado Soccer as well.

8 I also do want to say, you know, that --
 9 a comment that I put in my report. It is really as a
 10 result of everybody in our community as well as the
 11 board that our soccer community is thriving, and as
 12 the U.S. Soccer folks said, that if everyone was
 13 as -- ran as well as we did and did as much as we
 14 did, soccer in the United States would be a lot
 15 further along than it currently is because the
 16 reputation and the work that we do is recognized
 17 nationwide, so. . .

18 All right. Next item of business that I
 19 show is new business. Is there any new business that
 20 anyone wants to raise with us?

21 Hearing none, let's turn to adjournment.
 22 Do I hear a motion to adjourn?

23 MR. BRYSON: So moved, Jeff. This is
 24 Chris Bryson, United.

25 PRESIDENT RUEBEL: Do I hear a second?

1 MS. THORSEN: Second. Jonni, Skyline.

2 PRESIDENT RUEBEL: Let's do it by voice
 3 vote. All in favor say "aye."

4 MULTIPLE SPEAKERS: Aye.

5 All opposed say "nay."

6 Any abstentions?

7 We stand adjourned. Thank you all for
 8 attending and spending the afternoon with us. It was
 9 a -- it's always interesting to do these things
 10 virtually. With any luck at all we'll be able to be
 11 live next year, but we do intend also to make sure
 12 that there will be a virtual component for those who
 13 might not be able to attend live but whose
 14 participation in the AGM is always valued.

15 So any questions or comments, be sure
 16 and direct them to Nate, and I hope everyone has a
 17 good rest of your day.

18 MR. SHOTTS: Thanks, everyone.

19 (Adjournment at 4:04 p.m.)
 20
 21
 22
 23
 24
 25

1 REPORTER'S CERTIFICATE

2
 3
 4 I, Jennifer Bajwa Melius, a Verbatim
 5 Stenographic Reporter and Registered Professional
 6 Reporter, appointed to take the meeting minutes of
 7 the Colorado Soccer Association's Annual General
 8 Meeting, do hereby certify that these proceedings
 9 were taken in stenotype by me at the time and place
 10 herein set forth and thereafter reduced to a
 11 typewritten form.

12 I further certify that the foregoing
 13 constitutes a true and correct transcript to the best
 14 of my ability.
 15

16 *Jennifer Melius*

17
 18 _____
 19 JENNIFER BAJWA MELIUS
 20 Registered Professional Reporter
 21
 22
 23
 24
 25

\$	2021 [5] - 1:14, 7:21, 16:9, 18:16, 27:22	60-ish [1] - 8:17	43:2, 43:6, 43:11	airport [3] - 32:3, 32:24, 37:6
\$1.769 [1] - 3:23	2022 [4] - 7:21, 10:25, 11:5, 31:16	7	active [1] - 93:3	albeit [1] - 17:19
\$200,000 [1] - 5:1	2026 [8] - 21:15, 25:8, 25:9, 25:14, 27:18, 30:13, 31:19, 33:14	7 [1] - 2:13	activities [1] - 55:25	Aldo [7] - 58:20, 74:9, 76:5, 76:9, 78:1, 92:5, 92:17
\$500 [1] - 13:3	21 [2] - 2:4, 2:5	70,000 [1] - 27:6	activity [2] - 26:5, 26:8	allow [4] - 15:19, 21:11, 58:9, 74:17
\$80,500 [1] - 4:14	22nd [1] - 29:20	73 [1] - 2:13	actual [1] - 45:10	allowing [2] - 42:3, 89:13
'	23 [5] - 4:12, 37:1, 39:1, 39:3	75 [1] - 30:5	Adam [2] - 45:14, 45:21, 46:5, 46:9, 46:16, 46:23, 47:10, 47:22, 52:7, 62:14, 62:15, 63:5, 64:10, 74:9, 76:6, 78:2, 78:3, 80:4, 88:8, 92:5, 92:17	almost [5] - 18:11, 40:23, 61:8, 67:17, 85:17
'21 [1] - 28:2	24 [1] - 2:11	75-point [1] - 34:21	add [2] - 78:22, 89:25	alone [1] - 3:22
'22 [1] - 28:3	24-minute [1] - 33:2	7th [1] - 29:14	added [1] - 47:6	alphabetical [1] - 47:19
'26 [1] - 28:6	25 [4] - 16:3, 18:9, 44:9, 85:18	8	addition [1] - 84:21	altitude [2] - 37:10, 37:13
'94 [1] - 25:5	29th [1] - 30:11	80 [2] - 24:17, 25:17	additional [1] - 4:20	altogether [1] - 90:6
1	2:05 [1] - 1:15	85.71 [1] - 73:1	address [3] - 3:10, 3:14, 57:1	aMBROSE [1] - 64:18
1 [6] - 2:7, 37:1, 66:5, 67:11, 88:7, 91:22	3	9	address [3] - 3:10, 3:14, 57:1	AMBROSE [17] - 46:3, 64:16, 64:21, 66:11, 66:17, 66:20, 67:1, 67:3, 88:19, 88:21, 88:25, 89:6, 89:9, 90:12, 90:19, 90:22, 90:24
10 [3] - 67:7, 67:10, 67:17	3 [5] - 2:6, 43:8, 66:5, 67:11, 91:22	90 [1] - 67:17	adjourn [1] - 93:22	Ambrose [1] - 64:19
10,000 [2] - 34:4, 43:23	3.57 [1] - 73:2	93 [1] - 2:14	adjourned [1] - 94:7	amended [1] - 58:8
10.71 [1] - 73:2	30 [5] - 1:14, 46:12, 88:15, 89:5, 91:19	94 [1] - 2:15	Adjournment [2] - 2:15, 94:19	amendment [3] - 57:4, 68:2, 70:6
12 [1] - 92:7	303)377-0082 [2] - 5:18, 5:19	A	adjournment [1] - 93:21	Amendments [1] - 2:12
12.22 [1] - 92:7	303.522.1604 [1] - 1:25	ability [5] - 3:4, 21:15, 61:5, 79:24, 95:14	adoption [2] - 70:7, 70:11	amendments [1] - 56:25
12.64 [1] - 92:8	30th [2] - 30:3, 30:16	able [15] - 6:21, 10:17, 12:21, 16:24, 18:23, 20:8, 20:20, 57:14, 66:7, 74:2, 75:25, 81:18, 87:17, 94:10, 94:13	adult [8] - 83:1, 83:4, 83:8, 83:15, 86:6	America [1] - 6:14
13 [1] - 86:17	32 [1] - 25:13	absolutely [2] - 14:8, 18:4	adults [1] - 15:20	amount [1] - 15:19
13.9 [1] - 92:6	350,000 [1] - 27:7	abstain [3] - 66:6, 66:8, 73:3	advance [1] - 43:12	Amphitheatre [1] - 39:17
14 [3] - 25:18, 82:18, 84:5	360 [1] - 26:4	abstained [1] - 67:18	advice [1] - 79:21	Angeles [1] - 28:14
15 [5] - 36:7, 89:11, 91:21, 92:5, 92:6	4	abstentions [3] - 53:24, 56:14, 94:6	advice-giving [1] - 79:21	anniversary [1] - 16:4
16 [2] - 25:10, 60:22	4 [3] - 67:11, 81:6, 91:22	abuse [2] - 13:1, 13:4	advised [1] - 44:23	announce [1] - 5:7
165 [1] - 43:18	47 [1] - 2:4	Academy [5] - 48:3, 48:5, 48:15, 50:15, 51:23	advisory [2] - 84:18, 84:22	announced [1] - 27:21
16th [2] - 31:22, 32:6	48 [2] - 25:13, 25:17	academy [1] - 86:13	affected [1] - 58:17	announcement [3] - 27:16, 33:6, 33:18
17 [2] - 2:10, 92:5	4:04 [2] - 1:15, 94:19	accept [3] - 54:15, 55:16, 60:12	afternoon [1] - 94:8	annual [3] - 3:6, 53:1, 53:4
18 [3] - 2:14, 36:8, 60:22	5	accident [5] - 10:4, 10:8, 10:10, 10:16, 11:21	age [1] - 9:22	Annual [1] - 95:7
19 [1] - 2:15	5 [4] - 67:7, 67:8, 67:11, 91:22	acclimation [1] - 72:3	agenda [1] - 55:2	ANNUAL [1] - 1:4
1994 [1] - 21:8	5,000 [2] - 44:3	account [1] - 47:11	agent [4] - 6:2, 12:20, 13:11, 13:13	answer [2] - 23:19, 63:2
1998 [1] - 3:22	50 [2] - 30:5, 34:19	act [1] - 39:10	agents [1] - 13:15	answered [1] - 23:21
2	50,000 [1] - 32:8	Action [1] - 2:9	ages [1] - 20:14	answers [1] - 47:22
2 [12] - 2:9, 9:17, 10:2, 33:1, 39:3, 43:8, 66:5, 67:11, 81:9, 81:10, 88:8, 91:22	501 (c)3 [1] - 79:9	actions [8] - 55:5, 55:14, 55:17, 55:24, 55:25, 56:9, 56:15, 73:22	AGM [6] - 4:19, 10:5, 46:3, 54:3, 57:22, 94:14	anticipating [1] - 25:8
20 [4] - 10:20, 29:21, 44:9, 86:7	52 [1] - 2:5	activation [4] - 27:9, 27:9, 27:9, 27:9	ago [3] - 68:10, 77:10, 84:5	apologize [7] - 24:23, 46:6, 46:9, 46:14, 64:7, 69:6, 74:13
2006 [1] - 78:16	53 [1] - 2:6		ahead [17] - 14:15, 30:17, 42:7, 45:11, 54:6, 63:24, 65:13, 65:15, 71:24, 75:3, 81:16, 88:4, 88:16, 89:2, 89:3, 90:5, 91:10	Apology [1] - 47:14
2008 [1] - 4:25	54 [1] - 2:7		aiming [1] - 4:2	applications [1] - 5:8
2010 [1] - 16:5	55 [1] - 2:9			
2017 [2] - 25:25, 27:12	56 [2] - 2:10, 2:11			
2018 [2] - 16:12, 27:14	6			
2019 [2] - 18:11, 27:15	6-year-old [1] - 69:13			
2020 [8] - 3:23, 15:6, 19:25, 20:23, 29:13, 33:10, 33:23, 56:9				

appointed [3] - 82:22, 87:23, 95:6
appreciate [18] - 6:9, 20:4, 20:5, 22:15, 22:16, 23:4, 24:6, 24:9, 41:23, 44:2, 44:7, 45:3, 45:5, 82:15, 84:2, 85:11, 87:18, 87:11
appreciated [1] - 85:4
appreciation [1] - 74:5
approval [2] - 2:6, 53:4
approve [13] - 53:6, 53:16, 54:17, 54:18, 54:22, 55:9, 69:19, 69:21, 70:5, 70:22, 71:1, 71:4, 71:8
approved [3] - 53:25, 55:1, 73:5
approving [1] - 70:10
April [1] - 5:9
area [4] - 31:22, 32:9, 32:17, 77:18
areas [2] - 5:4, 20:14
ARELLANO [2] - 44:18, 47:6
Arena [1] - 32:18
Arizona [1] - 42:14
Arsenal [1] - 47:24
assigned [1] - 88:22
assistance [1] - 74:6
associated [2] - 77:14, 77:16
association [6] - 6:23, 76:18, 77:15, 77:21, 85:1, 85:6
Association [12] - 4:8, 6:23, 24:4, 49:22, 50:5, 50:17, 51:19, 54:16, 55:15, 76:16, 83:6, 85:5
ASSOCIATION [1] - 1:1
Association 's [1] - 95:7
associations [3] - 6:6, 10:20, 85:7
assume [1] - 66:19
assure [1] - 93:4
athletes [1] - 35:20
Atlanta [2] - 28:15, 37:22
atmosphere [1] - 40:5
attacked [1] - 69:12
attacking [1] - 16:18
attend [1] - 94:13
attendance [1] - 27:1
attended [1] - 86:20

attending [1] - 94:8
attention [1] - 56:21
attorney [1] - 14:2
authority [1] - 55:12
auto [3] - 11:15, 11:17, 12:9
Avalanche [3] - 51:4, 61:16, 64:12
Avalos [1] - 59:9
AVALOS [2] - 54:20, 59:8
avenue [2] - 83:11, 83:12
award [1] - 5:6
awarded [2] - 5:1, 37:13
aware [5] - 14:5, 15:8, 19:2, 57:21, 58:15
aye [6] - 53:20, 53:21, 56:10, 56:11, 94:3, 94:4

B

B-Elite [6] - 48:3, 48:5, 70:25, 71:3, 71:10, 71:15
background [6] - 25:1, 78:8, 82:21, 84:14, 84:23, 86:3
backgrounds [1] - 86:1
BAHARMAST [4] - 46:23, 47:3, 47:10, 52:2
BAJWA [1] - 95:17
Bajwa [2] - 1:20, 95:4
Ball [1] - 32:18
barrier [1] - 27:20
base [2] - 36:11, 39:10
basic [1] - 11:10
basics [1] - 15:11
basis [2] - 19:16, 69:20
Bassett [1] - 17:19
Bear [5] - 48:1, 51:9, 51:11, 52:2, 52:12
bear [2] - 91:25, 92:10
beard [1] - 90:13
beards [1] - 90:17
beat [1] - 21:8
become [1] - 33:16
becomes [1] - 63:13
behalf [2] - 73:17, 73:22
behind [3] - 14:14, 36:1, 60:13
belongs [1] - 80:10
benchmarks [1] -

30:24
benefit [6] - 10:5, 10:18, 37:9, 37:12, 37:15, 80:12
benefits [6] - 26:6, 28:23, 29:8, 31:19, 32:22, 39:12
best [5] - 18:9, 18:12, 35:21, 86:4, 95:13
better [6] - 13:7, 19:5, 32:5, 77:7, 83:13, 92:10
between [2] - 5:9, 83:9
bid [16] - 27:14, 27:18, 28:21, 29:16, 29:20, 33:24, 34:11, 35:17, 35:21, 36:22, 37:5, 38:22, 39:22, 39:23, 42:15, 44:10
Bid [1] - 27:13
big [21] - 5:22, 6:21, 7:14, 8:9, 10:16, 13:9, 20:1, 26:4, 26:17, 27:15, 27:19, 29:4, 29:14, 30:3, 30:8, 33:6, 33:7, 33:13, 44:12, 83:16
big-time [1] - 20:1
bigger [3] - 8:1, 75:24, 75:25
biggest [4] - 24:5, 31:19, 76:25, 77:11
billion [2] - 25:18, 85:19
billion-dollar [1] - 85:19
bit [20] - 3:17, 3:21, 11:7, 15:1, 19:10, 20:7, 25:25, 28:17, 29:6, 30:22, 31:21, 33:9, 33:25, 34:1, 34:10, 56:17, 78:8, 84:23, 84:25, 85:8
block [1] - 77:11
blow [1] - 90:3
blue [1] - 31:24
board [43] - 9:8, 20:20, 55:3, 55:4, 55:8, 55:14, 55:17, 55:24, 55:25, 56:1, 56:9, 56:15, 58:1, 58:3, 58:13, 61:3, 62:17, 68:12, 69:23, 73:11, 73:14, 74:20, 74:25, 75:12, 76:10, 78:10, 78:11, 78:17, 78:19, 79:18, 79:20, 80:8, 81:3, 82:1, 82:8, 83:17, 83:20, 85:3,

87:11, 87:22, 87:23, 93:11
Board [1] - 2:9
board 's [1] - 61:4
Bob [6] - 21:1, 23:9, 23:18, 36:6, 42:1, 42:8
bodes [1] - 19:7
boldness [1] - 16:21
book [2] - 54:3, 57:22
bore [3] - 7:4, 7:5, 13:19
Boston [2] - 25:24, 28:16
bottom [1] - 26:11
Boulder [3] - 48:7, 49:12, 78:24
brainer [1] - 6:18
brakes [1] - 11:4
brand [1] - 90:6
brand-new [1] - 90:6
briefly [1] - 76:8
Bright [1] - 48:9
bring [14] - 17:10, 22:3, 39:23, 42:21, 54:7, 56:20, 67:20, 74:21, 75:21, 79:1, 80:18, 82:24, 83:7, 87:8
Broomfield [4] - 48:11, 84:8, 84:23, 89:13
brought [2] - 60:18, 90:19
Bruce [6] - 3:14, 3:15, 4:5, 5:21, 5:23, 86:25
BRYSON [13] - 59:13, 59:15, 59:20, 60:11, 61:6, 65:7, 65:12, 71:7, 71:18, 89:25, 90:8, 92:14, 93:23
Bryson [3] - 59:15, 71:18, 93:24
bucket [2] - 8:22, 39:16
bucket-list [1] - 39:16
buckets [1] - 26:18
budget [2] - 38:8, 79:16
build [3] - 6:21, 18:25, 21:5
building [1] - 21:16
bunch [1] - 6:24
Business [2] - 2:10, 2:14
business [10] - 53:1, 53:3, 54:1, 56:18, 56:19, 56:20, 73:7,

93:18, 93:19
busy [2] - 33:18, 43:23
buttoned [1] - 86:25
bylaw [1] - 58:6
Bylaws [1] - 2:12
bylaws [21] - 55:8, 55:12, 56:25, 57:2, 58:9, 68:2, 68:4, 68:7, 68:21, 68:23, 69:4, 70:1, 70:4, 70:5, 70:23, 71:1, 71:4, 73:5, 73:6, 79:9
byways [1] - 39:19

C

camera [1] - 78:7
camp [1] - 19:15
Canada [1] - 28:7
cancel [1] - 55:7
candidate [2] - 26:14, 74:18
candidates [6] - 74:15, 87:15, 88:4, 92:25, 93:2, 93:4
cannot [1] - 52:7
capacity [3] - 27:4, 37:2, 84:17
capita [1] - 19:16
care [2] - 26:18, 26:20
career [2] - 21:12, 86:10
Carolina [1] - 86:16
carries [1] - 7:19
CARROLL [3] - 55:21, 81:1, 81:17
Carroll [3] - 55:21, 80:6, 80:24
CASA [2] - 48:13, 59:8
case [2] - 25:8, 70:3
categories [1] - 36:13
caused [2] - 45:1, 75:18
CDOT [1] - 85:23
celebrate [1] - 16:7
celebrating [1] - 16:3
celebratory [1] - 16:2
certain [3] - 16:14, 16:17, 68:19
certainly [8] - 17:22, 18:15, 19:22, 20:8, 52:20, 70:6, 77:12, 84:14
CERTIFICATE [1] - 95:1
certify [2] - 95:8, 95:12
cetera [4] - 54:13,

55:8, 69:15
chair [3] - 62:5, 62:6
chair-elect [1] - 62:5
chairman [1] - 60:15
challenges [1] - 15:8
Chamberlin [2] -
 61:15, 64:11
CHAMBERLIN [7] -
 54:18, 61:14, 62:3,
 64:7, 64:11, 65:21,
 66:13
chAMBERLIN [1] -
 64:15
chance [11] - 8:22,
 22:13, 29:14, 29:25,
 33:14, 33:20, 54:11,
 69:24, 70:9, 80:1,
 83:16
change [4] - 28:16,
 65:10, 68:16, 89:16
changes [2] - 53:18,
 70:13
channels [1] - 40:16
charter [1] - 37:17
chat [8] - 11:12, 13:21,
 14:25, 20:10, 47:7,
 52:2, 52:17
children [2] - 5:4, 13:5
chime [1] - 23:18
chiropractic [1] -
 84:12
Chivas [2] - 48:15,
 51:11
Chris [10] - 5:25, 6:7,
 6:12, 13:22, 23:23,
 45:12, 59:14, 59:15,
 71:18, 93:24
circle [1] - 32:23
circumstance [1] -
 61:1
CISA [1] - 48:17
cities [23] - 25:10,
 25:11, 26:14, 26:15,
 27:21, 28:5, 28:9,
 28:12, 28:15, 28:20,
 29:6, 29:15, 31:8,
 31:15, 35:21, 37:1,
 37:12, 37:15, 38:25,
 39:1, 39:3, 39:14
City [2] - 82:23, 85:21
city [10] - 26:2, 27:2,
 28:1, 29:3, 29:24,
 37:14, 39:23, 48:19,
 77:19, 84:22
civil [2] - 85:17, 87:2
claim [9] - 8:24, 8:25,
 9:10, 9:11, 9:14,
 9:15, 9:16, 9:25,
 13:17

claims [16] - 7:10,
 7:12, 7:14, 7:15,
 7:16, 8:2, 8:19, 8:23,
 9:10, 12:5, 12:11,
 13:6, 13:8, 13:25,
 14:4, 14:9
classic [1] - 33:20
clean [3] - 57:8, 68:8,
 68:16
cleaned [2] - 70:23,
 73:5
cleaned-up [1] - 73:5
clearly [1] - 66:8
click [2] - 47:7, 47:8
close [2] - 44:9, 72:17
closed [3] - 67:11,
 72:20, 91:23
Club [10] - 48:7, 48:11,
 49:20, 50:11, 50:13,
 50:23, 50:25, 51:17,
 51:25, 59:16
club [15] - 6:4, 11:16,
 12:1, 15:21, 54:6,
 78:17, 78:18, 79:8,
 79:9, 80:13, 81:23,
 82:5, 83:4, 84:8,
 86:13
Club/Colorado [1] -
 49:24
clubs [29] - 3:23, 4:24,
 6:6, 6:24, 7:8, 7:12,
 7:17, 7:21, 8:15,
 8:18, 8:21, 9:1, 10:8,
 10:9, 12:17, 45:23,
 46:24, 47:9, 47:17,
 77:17, 79:14, 79:15,
 79:16, 79:20, 79:22,
 79:23, 81:22, 82:3,
 87:5
clustering [1] - 29:5
coach [11] - 5:2, 14:3,
 18:10, 77:16, 78:17,
 80:13, 80:14, 81:7,
 82:19
coaches [3] - 10:11,
 10:14, 11:18
coaching [3] - 77:8,
 77:19, 84:5
cognizant [1] - 73:16
Coke [1] - 58:25
Cole [1] - 17:19
collaborative [1] -
 85:24
collective [1] - 5:13
college [2] - 80:14,
 83:10
color [1] - 40:9
Colorado [74] - 3:6,
 4:2, 4:8, 6:2, 6:23,

6:25, 15:15, 17:6,
 17:17, 19:12, 19:18,
 20:14, 22:6, 23:6,
 23:11, 24:4, 33:19,
 33:20, 39:16, 42:22,
 43:1, 43:18, 45:2,
 47:24, 48:3, 48:21,
 48:23, 48:25, 49:2,
 49:4, 49:14, 50:1,
 50:7, 50:9, 51:15,
 52:14, 52:17, 53:2,
 53:11, 53:13, 54:15,
 55:15, 55:19, 59:6,
 73:13, 73:16, 73:20,
 73:25, 74:1, 74:6,
 74:20, 74:21, 74:22,
 74:25, 75:15, 75:19,
 76:1, 76:16, 77:6,
 78:14, 78:15, 78:19,
 78:25, 81:3, 81:5,
 81:8, 82:17, 83:5,
 83:6, 83:12, 85:5,
 93:7, 95:7
COLORADO [1] - 1:1
colors [1] - 33:21
combine [1] - 68:19
coming [13] - 7:12,
 22:15, 25:12, 30:23,
 32:1, 32:2, 37:21,
 40:8, 41:8, 44:24,
 77:6, 82:2, 86:3
comment [2] - 62:16,
 93:9
commented [1] - 68:4
comments [5] - 53:18,
 54:13, 56:7, 71:22,
 94:15
Commission [1] -
 23:16
commission [1] -
 82:24
commissioner [1] -
 82:23
commitment [2] -
 17:4, 18:3
committed [1] - 18:21
committee [14] - 3:15,
 3:17, 3:22, 5:13,
 5:14, 27:15, 34:11,
 35:17, 36:22, 43:16,
 73:23, 84:18, 84:22,
 86:23
committees [3] - 5:11,
 5:17, 54:2
Committees [1] - 2:8
common [1] - 86:3
communicate [1] -
 42:19
communities [3] -

26:20, 82:25, 83:1
community [24] -
 20:6, 20:22, 22:10,
 24:12, 24:16, 25:21,
 30:8, 34:13, 34:24,
 35:6, 35:24, 41:19,
 43:17, 73:18, 82:17,
 82:20, 83:2, 84:5,
 84:6, 84:11, 85:8,
 93:3, 93:10, 93:11
comp [2] - 11:23, 12:8
compact [3] - 31:20,
 32:13, 32:23
company [1] - 6:13
compensation [1] -
 11:24
competitively [1] -
 86:9
complete [2] - 30:4,
 63:15
complication [1] -
 90:1
component [1] - 94:12
comprehensive [1] -
 52:19
computer [3] - 64:22,
 71:13, 84:2
con [4] - 37:10, 37:19,
 38:7, 38:8
concept [2] - 30:1,
 38:21
concerns [1] - 71:23
concludes [2] - 87:14,
 92:21
conduct [2] - 58:24,
 58:25
conducted [1] - 56:1
conducting [1] - 52:25
conference [1] - 86:15
confidence [1] - 39:5
confident [3] - 28:21,
 28:22, 61:4
confusing [1] - 68:5
congratulate [1] -
 15:22
congratulating [1] -
 15:4
congratulations [1] -
 15:13
connect [1] - 20:11
connected [1] - 17:12
cons [2] - 36:20, 38:20
consecutive [5] -
 58:13, 59:22, 60:3,
 60:6, 62:2
consider [3] - 28:14,
 37:12, 79:3
Consideration [1] -
 2:11

consideration [1] -
 85:11
considered [2] - 28:5,
 28:10
consistent [1] - 69:3
constitutes [1] - 95:13
consulting [1] - 25:24
contents [1] - 46:4
CONTIGUUA [3] -
 42:5, 42:9, 45:7
continuation [1] -
 60:15
continue [14] - 17:22,
 19:22, 20:13, 22:4,
 22:11, 58:20, 60:16,
 61:11, 76:20, 76:22,
 77:3, 77:21, 85:9,
 86:18
continuing [2] - 18:18,
 77:8
continuity [1] - 57:15
continuously [1] -
 13:25
contribute [2] - 19:23,
 20:13
contributions [2] -
 78:12
conversation [1] -
 12:20
conversations [1] -
 3:3
convey [1] - 39:13
cool [1] - 24:20
coolest [1] - 29:1
coordination [1] -
 86:14
Coors [1] - 43:24
copy [1] - 41:4
correct [7] - 52:24,
 66:3, 91:7, 91:8,
 91:14, 92:20, 95:13
correspondence [1] -
 29:13
count [3] - 62:24,
 63:16, 67:8
countdown [5] - 67:7,
 72:15, 89:4, 89:18,
 91:18
countries [2] - 25:9,
 28:6
Country [4] - 49:22,
 51:19, 52:6, 52:10
country [2] - 19:7,
 85:7
County [1] - 48:7
couple [10] - 19:13,
 25:3, 25:6, 33:11,
 34:2, 41:7, 68:3,
 68:10, 74:18, 76:23

course [3] - 3:7, 22:21, 23:8, 23:25, 24:21, 25:11, 26:9, 28:8, 32:7, 32:19, 33:12, 33:17, 35:8, 35:10, 35:19, 35:22, 36:6, 36:7, 37:7, 37:22, 40:9, 40:14, 40:18, 41:2, 41:5, 42:25, 55:4, 55:11, 56:1, 69:7, 78:18
courts [1] - 4:18
cover [2] - 36:11, 39:9
coverage [5] - 12:7, 13:2, 13:24, 14:1, 14:6
covered [3] - 14:10, 34:17, 44:1
covers [2] - 9:7, 11:18
COVID [12] - 4:3, 11:3, 28:1, 44:25, 55:6, 75:18, 81:22, 84:1, 84:15, 84:19, 90:14, 90:20
craft [1] - 83:13
crayons [1] - 69:13
crazy [1] - 84:16
create [1] - 9:12
credentials [1] - 2:5
creed [1] - 9:22
Creek [5] - 48:1, 51:9, 51:11, 52:3, 52:13
creep [1] - 31:16
Crestmoor /Cranmer [2] - 49:6, 49:9
crime [1] - 12:11
crossover [1] - 84:13
crowds [1] - 27:5
crucial [1] - 13:24
CSA [15] - 4:23, 4:25, 5:7, 7:18, 7:25, 8:14, 8:16, 9:5, 10:15, 57:18, 79:18, 84:18, 86:22, 87:9, 87:11
Cup [16] - 16:5, 21:2, 21:9, 21:18, 21:20, 22:3, 25:5, 27:4, 27:7, 32:18, 35:4, 35:6, 35:24, 42:20, 42:23, 75:21
current [2] - 9:20, 82:1
customer [1] - 4:25
cyber [3] - 12:11, 14:7, 14:11
cycle [1] - 63:15

D

D&O [7] - 7:16, 7:17,

9:5, 9:10, 9:15, 9:16, 12:8
Dallas [1] - 28:15
date [1] - 21:2
daughters [1] - 78:24
daunting [1] - 28:20
days [1] - 90:23
deadline [5] - 27:20, 28:3, 30:15, 30:18, 31:17
deal [1] - 4:20
dealing [3] - 13:5, 15:10, 84:15
debut [1] - 17:20
decide [1] - 87:22
decided [2] - 30:17, 76:2
decision [1] - 69:20
decisions [3] - 9:13, 9:15, 55:6
definitely [1] - 35:1
delay [3] - 47:15, 67:4, 70:7
deleted [3] - 68:20, 69:15, 70:18
delighted [1] - 14:21
deliver [1] - 35:20
DELPICCOLO [1] - 76:7
DelPiccolo [3] - 58:21, 76:5, 76:9
demonstrate [1] - 55:10
Denver [14] - 23:16, 26:13, 27:18, 30:13, 31:19, 33:14, 38:5, 48:5, 48:15, 49:8, 49:10, 49:16, 71:4, 85:21
Denver's [1] - 82:23
Denver2026.com [1] - 40:12
deny [1] - 60:20
denying [1] - 66:21
desert [1] - 86:14
design [2] - 38:21, 40:22
designed [2] - 26:12, 85:21
detail [1] - 63:12
detailed [1] - 4:20
details [1] - 20:10
devastating [1] - 14:1
develop [2] - 38:22, 75:23
development [7] - 19:19, 20:18, 43:7, 77:4, 84:24, 85:19, 87:4

developments [1] - 6:5
dialogue [1] - 31:8
Dickinson [1] - 3:14
DICKINSON [1] - 4:6
difference [1] - 82:9
differences [1] - 25:12
different [30] - 3:10, 16:6, 25:17, 30:6, 30:9, 30:23, 33:19, 34:14, 34:16, 34:19, 36:13, 39:19, 40:16, 41:13, 44:9, 64:21, 68:20, 68:23, 78:21, 79:1, 79:2, 79:4, 82:3, 82:24, 83:7, 84:16, 84:25, 85:7, 86:1
difficult [2] - 60:25, 69:16
difficulties [1] - 81:23
digital [1] - 41:13
direct [1] - 94:16
direction [1] - 19:5
directly [2] - 5:12, 58:17
director [13] - 57:10, 57:14, 57:24, 58:20, 62:18, 75:10, 77:18, 78:18, 80:13, 81:4, 81:7, 84:8
DIRECTOR [1] - 80:7
Directors [1] - 2:13
directors [12] - 9:6, 9:7, 9:8, 9:12, 58:1, 58:3, 58:9, 58:11, 62:17, 73:8, 75:12, 78:19
discrimination [2] - 9:22, 9:23
discuss [3] - 54:11, 57:3, 71:21
discussed [2] - 54:5, 68:24
discussing [1] - 71:13
discussion [10] - 53:17, 54:24, 55:24, 58:24, 59:11, 62:10, 63:23, 71:21, 71:22
discussions [1] - 62:7
district [2] - 32:11, 32:12
districts [1] - 32:10
diverse [1] - 79:15
Divide [1] - 50:3
division [2] - 43:8
doctor [1] - 84:11
document [2] - 30:17, 69:22

documents [4] - 4:18, 30:6, 30:10, 36:12
dollar [1] - 85:19
done [13] - 5:23, 11:7, 21:22, 29:12, 29:13, 40:20, 45:20, 69:9, 71:21, 71:22, 75:17, 76:19, 87:19
door [1] - 41:8
doubt [2] - 17:14, 36:24
down [12] - 31:24, 32:10, 33:9, 33:23, 60:2, 63:8, 67:8, 70:8, 74:3, 75:5, 79:11, 88:8
downtown [6] - 31:22, 32:19, 32:24, 33:3, 36:23, 36:25
Dr [6] - 21:1, 23:9, 23:18, 36:6, 42:1, 42:8
DR [3] - 42:5, 42:9, 45:7
drive [3] - 17:7, 18:3, 78:7
driving [2] - 11:21, 78:5
drop [1] - 47:18
due [2] - 3:4, 57:12
duplicate [1] - 68:20
during [3] - 31:12, 33:12, 90:14

E

e-mail [3] - 46:24, 64:22, 64:24
early [3] - 8:24, 68:11, 80:9
easier [2] - 8:8, 66:24
easily [1] - 23:10
easy [3] - 38:9, 61:9, 86:25
echo [1] - 23:23
economic [3] - 26:3, 26:5, 26:8
EDGE [1] - 50:9
educate [1] - 24:16
education [2] - 5:2, 77:9
effort [7] - 15:19, 15:23, 23:5, 30:8, 38:10, 58:12, 78:6
efforts [2] - 33:8, 33:12
eight [6] - 34:5, 34:6, 59:21, 60:1, 62:21, 87:15

either [3] - 5:17, 59:21, 70:14
elect [3] - 61:4, 62:5, 77:20
elected [3] - 58:8, 75:11
election [4] - 46:12, 73:9, 76:2, 92:22
Election [1] - 2:13
elections [1] - 73:8
elects [1] - 58:11
elevation [1] - 51:13
Elevation [1] - 48:21
eleven [1] - 28:19
eligibility [1] - 58:19
eliminate [1] - 68:14
Elite [6] - 48:3, 48:5, 70:25, 71:3, 71:10, 71:15
Elk [1] - 50:25
Emile [2] - 73:12, 73:19
emphasize [1] - 13:23
employees [3] - 9:20, 11:25
employment [3] - 9:18, 9:25, 10:2
encourage [1] - 77:8
end [6] - 12:19, 23:21, 24:22, 24:25, 38:18, 63:15
ended [1] - 30:5
engage [1] - 34:13
engaged [2] - 34:1, 40:11
engineer [2] - 85:17, 87:3
enhance [1] - 79:21
enhancing [1] - 79:23
enjoy [4] - 22:18, 22:25, 40:1, 85:24
entertain [4] - 54:14, 55:13, 59:3, 70:4
entertaining [1] - 16:18
entertainment [1] - 32:10
enthusiastic [1] - 42:16
enthusiastically [1] - 4:21
entire [2] - 31:6, 39:23
envision [1] - 43:5
EPLI [1] - 9:25
erased [1] - 90:5
errors [1] - 53:18
especially [4] - 9:8, 81:21, 85:6, 90:13
Esse's [1] - 77:12

<p>et [4] - 54:13, 55:8, 69:15</p> <p>evaluated [2] - 36:25, 38:23</p> <p>evaluating [1] - 29:18</p> <p>evaluators [1] - 29:15</p> <p>event [10] - 25:17, 25:20, 26:6, 26:7, 26:16, 26:22, 27:2, 34:18, 42:12, 42:18</p> <p>events [4] - 16:6, 33:19, 38:12, 43:4</p> <p>eventually [2] - 34:21, 90:16</p> <p>evidenced [1] - 19:13</p> <p>evolve [1] - 78:22</p> <p>exactly [7] - 9:6, 12:5, 23:23, 57:22, 69:16, 70:1, 70:9</p> <p>example [1] - 68:22</p> <p>excited [8] - 18:17, 19:5, 20:25, 32:15, 36:18, 42:16, 45:1</p> <p>excitement [1] - 42:20</p> <p>exciting [6] - 16:2, 17:10, 19:1, 22:17, 22:19, 44:4</p> <p>executive [2] - 78:18, 84:7</p> <p>exhausted [1] - 8:2</p> <p>existence [1] - 17:18</p> <p>expand [1] - 87:7</p> <p>expectation [1] - 57:8</p> <p>expensive [2] - 10:23, 30:12</p> <p>experience [3] - 20:1, 87:2, 87:6</p> <p>experiences [1] - 86:1</p> <p>expertise [2] - 60:20, 81:25</p> <p>explain [1] - 57:5</p> <p>explanation [4] - 61:7, 61:13, 63:22, 66:3</p> <p>explode [1] - 23:11</p> <p>exposure [1] - 26:8</p> <p>expressing [1] - 74:5</p> <p>extend [1] - 30:15</p> <p>extenuating [1] - 61:1</p> <p>extremely [9] - 31:5, 33:17, 34:11, 34:23, 35:2, 36:1, 36:5, 36:18, 37:3</p>	<p>fact [5] - 21:15, 22:16, 29:2, 37:20, 70:12</p> <p>factors [1] - 34:17</p> <p>fairly [1] - 77:24</p> <p>fairness [1] - 77:22</p> <p>fall [3] - 4:9, 25:25, 55:7</p> <p>familiar [1] - 23:22</p> <p>fan [4] - 43:2, 43:6, 82:20, 86:6</p> <p>Fan [5] - 26:18, 27:9, 32:17, 32:25</p> <p>fans [1] - 35:20</p> <p>fantastic [5] - 15:24, 29:22, 30:19, 40:1, 90:21</p> <p>far [4] - 10:19, 16:25, 21:21, 85:5</p> <p>favor [6] - 53:20, 56:10, 67:17, 72:1, 73:2, 94:3</p> <p>favorites [1] - 28:13</p> <p>FC [7] - 48:21, 49:12, 49:14, 49:16, 50:19, 51:13, 78:24</p> <p>feature [1] - 35:1</p> <p>feedback [1] - 81:14</p> <p>feet [1] - 36:17</p> <p>felt [1] - 61:4</p> <p>Fest [5] - 26:18, 27:9, 32:17, 32:25</p> <p>few [10] - 4:16, 6:11, 30:6, 30:21, 34:6, 34:25, 36:2, 37:23, 41:17, 42:2</p> <p>Field [1] - 43:24</p> <p>field [14] - 3:22, 4:8, 4:12, 4:13, 4:20, 5:15, 15:21, 18:22, 73:23, 75:24, 75:25, 84:24, 86:23</p> <p>fields [3] - 4:15, 4:17, 15:12</p> <p>FIFA [19] - 29:5, 29:13, 29:19, 29:21, 30:10, 30:14, 31:3, 31:9, 31:12, 32:2, 32:5, 32:22, 34:22, 35:22, 36:19, 38:23, 39:13, 42:13, 45:2</p> <p>fifth [2] - 18:12, 78:9</p> <p>fight [2] - 37:20, 37:24</p> <p>figure [1] - 12:22</p> <p>figured [1] - 46:10</p> <p>figures [3] - 25:15, 26:23, 26:25</p> <p>fill [2] - 87:20, 92:18</p> <p>filling [2] - 62:17, 62:25</p>	<p>final [2] - 27:20, 28:25</p> <p>finance [1] - 26:21</p> <p>financed [1] - 38:11</p> <p>finances [1] - 73:16</p> <p>financial [1] - 15:10</p> <p>financing [3] - 26:16, 26:17, 26:21</p> <p>fine [4] - 6:10, 22:19, 63:18, 88:11</p> <p>finish [4] - 29:8, 36:10, 52:20, 68:10</p> <p>finishing [2] - 66:18, 75:14</p> <p>first [15] - 3:13, 11:10, 14:24, 17:16, 17:18, 18:9, 25:9, 42:9, 45:13, 53:3, 57:3, 63:10, 63:16, 80:8, 81:2</p> <p>fit [1] - 68:22</p> <p>five [7] - 7:3, 7:4, 21:25, 26:2, 27:5, 72:19, 79:11</p> <p>fix [1] - 90:16</p> <p>focal [1] - 21:4</p> <p>focus [2] - 34:20, 79:6</p> <p>fold [1] - 39:24</p> <p>folks [5] - 6:12, 12:10, 36:14, 87:15, 93:12</p> <p>followed [2] - 73:21, 74:13</p> <p>following [1] - 47:21</p> <p>football [2] - 18:14, 83:4</p> <p>fore [1] - 17:14</p> <p>forecasting / budgeting [1] - 79:10</p> <p>forefront [1] - 37:4</p> <p>foregoing [1] - 95:12</p> <p>foremost [1] - 22:6</p> <p>forever [1] - 3:16</p> <p>Fork [2] - 50:13, 51:21</p> <p>form [1] - 95:11</p> <p>formal [3] - 3:11, 45:10, 72:4</p> <p>formed [1] - 27:14</p> <p>former [1] - 9:20</p> <p>forth [4] - 7:24, 11:22, 79:18, 95:10</p> <p>fortunate [4] - 21:12, 23:1, 75:10, 81:19</p> <p>fortunately [1] - 86:24</p> <p>forward [8] - 18:18, 23:5, 31:10, 46:23, 47:4, 76:23, 80:7, 82:7</p> <p>foundation [8] - 3:15, 4:9, 4:23, 5:1, 5:6,</p>	<p>5:7, 5:15, 75:24</p> <p>four [17] - 3:9, 19:14, 28:19, 31:15, 57:23, 58:4, 58:13, 59:21, 60:2, 61:18, 62:2, 62:21, 62:25, 74:7, 74:9, 81:7, 88:10</p> <p>fourth [4] - 18:13, 74:10, 75:9, 76:11</p> <p>Foxes [1] - 18:2</p> <p>freak [1] - 11:15</p> <p>Freitag [1] - 76:24</p> <p>friend [1] - 65:25</p> <p>friendly [1] - 60:13</p> <p>front [7] - 17:24, 24:2, 24:3, 24:7, 29:11, 29:21, 86:5</p> <p>fun [3] - 6:10, 6:20, 22:17</p> <p>funding [2] - 41:5, 41:10</p> <p>fundraising [2] - 38:8, 38:12</p> <p>futsal [1] - 4:18</p> <p>future [4] - 19:8, 21:4, 30:24, 74:3</p>	<p>goal [4] - 22:21, 27:19, 34:8, 68:15</p> <p>goals [3] - 18:13, 22:25, 77:1</p> <p>God [1] - 60:23</p> <p>good-enough [1] - 60:21</p> <p>govern [1] - 77:21</p> <p>governance [2] - 78:13, 79:9</p> <p>governing [1] - 76:17</p> <p>governor [1] - 27:17</p> <p>Grand [2] - 49:20, 51:17</p> <p>grant [5] - 5:12, 5:15, 55:16, 75:24, 86:23</p> <p>grants [14] - 3:15, 3:22, 4:8, 4:9, 4:12, 4:13, 4:21, 4:23, 5:1, 5:6, 5:7, 5:16, 75:25</p> <p>grassroots [1] - 86:17</p> <p>grateful [2] - 20:24, 22:9</p> <p>Great [2] - 52:18, 52:22</p> <p>great [12] - 4:19, 9:4, 12:20, 14:19, 14:20, 17:15, 21:16, 40:9, 44:6, 52:13, 73:13, 77:9</p> <p>greater [1] - 43:8</p> <p>grew [1] - 6:16</p> <p>group [6] - 6:11, 16:23, 18:18, 25:24, 35:22, 83:9</p> <p>groups [2] - 34:20, 40:23</p> <p>grow [3] - 22:25, 76:1, 78:22</p> <p>grown [2] - 84:6, 86:9</p> <p>growth [1] - 20:13</p> <p>guess [5] - 27:20, 44:15, 60:13, 61:7, 82:7</p> <p>guidance [1] - 79:20</p> <p>guy [1] - 21:7</p> <p>guys [20] - 8:11, 11:12, 12:17, 13:19, 21:23, 24:4, 24:9, 24:18, 25:2, 33:4, 35:10, 41:1, 44:1, 44:21, 45:6, 45:7, 71:13, 81:11, 83:18, 83:25</p>
F			G	
<p>face [1] - 13:25</p> <p>faces [2] - 23:22, 44:5</p> <p>facilities [3] - 77:3, 77:4</p>			<p>galvanizes [1] - 21:3</p> <p>GAM [2] - 49:18, 83:3</p> <p>game [5] - 80:10, 80:20, 84:6, 86:6, 86:18</p> <p>games [7] - 4:3, 4:16, 10:13, 18:10, 26:2, 27:7, 33:19</p> <p>gap [3] - 60:14, 60:16, 83:13</p> <p>gates [1] - 18:23</p> <p>gathered [1] - 3:20</p> <p>General [1] - 95:7</p> <p>GENERAL [1] - 1:4</p> <p>general [12] - 3:6, 9:11, 9:15, 11:9, 11:13, 12:25, 29:11, 53:1, 53:4, 56:21, 81:4, 83:3</p> <p>generations [1] - 36:2</p> <p>Gentlemen [1] - 23:12</p> <p>geography [1] - 79:17</p> <p>getters [1] - 87:20</p> <p>girls [1] - 19:14</p> <p>given [3] - 4:1, 69:18, 83:16</p> <p>glad [1] - 5:6</p> <p>glitches [1] - 89:22</p> <p>global [1] - 26:7</p> <p>Gmail [1] - 47:11</p>	H
				<p>half [4] - 5:9, 27:8, 60:1, 80:18</p>

<p>hand [2] - 5:22, 70:16</p> <p>hanging [1] - 90:11</p> <p>happy [4] - 29:24, 41:1, 44:5, 45:22</p> <p>hard [4] - 30:16, 31:21, 36:9, 46:20</p> <p>HARDIN [1] - 6:8</p> <p>Hardin [2] - 5:25, 6:12</p> <p>hats [2] - 79:4, 79:19</p> <p>Hayes [6] - 45:14, 47:22, 62:14, 78:2, 88:8, 92:5</p> <p>HAYES [17] - 45:16, 45:22, 46:6, 46:11, 46:21, 47:1, 47:5, 47:12, 51:6, 52:4, 52:9, 52:12, 52:16, 62:13, 62:16, 63:18, 78:4</p> <p>headed [1] - 77:25</p> <p>heads [1] - 66:10</p> <p>heads-up [1] - 66:10</p> <p>healthcare [1] - 84:14</p> <p>healthy [1] - 57:17</p> <p>hear [18] - 3:4, 21:1, 53:6, 53:12, 54:17, 55:15, 55:20, 59:13, 59:14, 62:14, 64:18, 71:2, 71:6, 81:11, 81:12, 88:2, 93:22, 93:25</p> <p>heard [1] - 27:21</p> <p>hearing [7] - 53:19, 54:14, 54:25, 56:8, 56:22, 71:24, 93:21</p> <p>heart [1] - 80:11</p> <p>heavy [2] - 28:12, 41:16</p> <p>held [1] - 62:25</p> <p>hello [1] - 67:21</p> <p>help [23] - 3:18, 6:21, 8:3, 12:22, 13:12, 24:6, 26:20, 34:7, 41:18, 43:11, 44:11, 45:4, 69:14, 69:25, 74:21, 75:25, 77:12, 77:21, 87:3, 87:5, 87:8, 87:11, 93:7</p> <p>helped [1] - 30:7</p> <p>helpful [5] - 43:13, 69:10, 73:19, 73:24, 84:15</p> <p>helping [7] - 24:1, 42:10, 44:11, 75:21, 75:22, 84:19, 87:7</p> <p>hereby [1] - 95:8</p> <p>herein [1] - 95:10</p> <p>hi [1] - 4:7</p> <p>Hi [1] - 14:16</p>	<p>HICKEY [2] - 52:6, 52:11</p> <p>high [9] - 20:17, 37:2, 37:13, 39:6, 77:6, 77:7, 79:5, 79:24, 80:13</p> <p>High [8] - 27:5, 27:16, 32:20, 33:6, 49:22, 51:19, 52:6, 52:10</p> <p>high-quality [1] - 77:7</p> <p>high-tech [1] - 37:2</p> <p>highlight [6] - 25:3, 26:25, 32:13, 35:1, 37:16, 38:5</p> <p>highlights [1] - 32:4</p> <p>hired [1] - 11:17</p> <p>history [2] - 25:7, 38:12</p> <p>hit [1] - 76:14</p> <p>hitting [1] - 88:11</p> <p>hold [5] - 32:5, 57:2, 63:24, 76:11, 80:11</p> <p>holds [1] - 61:3</p> <p>HOLLON [1] - 85:15</p> <p>Hollon [1] - 85:16</p> <p>home [2] - 21:7, 83:11</p> <p>homegrown [2] - 17:16, 17:17</p> <p>honest [1] - 15:5</p> <p>honestly [1] - 10:13</p> <p>hope [9] - 17:8, 20:2, 20:3, 24:7, 40:11, 42:21, 78:12, 80:1, 94:16</p> <p>hopefully [10] - 3:18, 7:5, 8:8, 8:9, 17:24, 18:18, 19:3, 23:19, 24:25, 43:7</p> <p>hoping [2] - 18:22, 87:2</p> <p>host [9] - 16:6, 25:11, 26:7, 27:20, 27:25, 31:8, 31:14, 35:4, 45:3</p> <p>hostile [1] - 70:11</p> <p>hosting [3] - 25:9, 26:2, 36:12</p> <p>hotel [2] - 32:8, 32:25</p> <p>hotels [1] - 32:5</p> <p>hub [1] - 32:1</p> <p>huge [10] - 8:1, 10:5, 10:18, 14:1, 14:24, 15:12, 15:18, 39:12, 44:11</p> <p>human [5] - 30:13, 34:9, 34:15, 34:21, 35:4</p> <p>hurt [2] - 11:25, 12:1</p>	<p>I</p>	<p>I-25 [1] - 85:22</p> <p>I-70 [1] - 85:22</p> <p>Ice [2] - 48:23, 51:15</p> <p>idea [1] - 74:24</p> <p>ideas [2] - 70:12, 79:13</p> <p>identify [1] - 56:4</p> <p>ignite [3] - 52:14, 52:17, 78:25</p> <p>il [1] - 2:5</p> <p>Ill [1] - 2:6</p> <p>image [1] - 31:18</p> <p>images [1] - 40:4</p> <p>imagine [4] - 27:23, 31:4, 33:9, 38:1</p> <p>immigrant [2] - 82:23, 83:1</p> <p>impact [5] - 26:3, 27:1, 42:23, 57:10, 75:19</p> <p>implications [1] - 15:10</p> <p>important [6] - 24:20, 31:5, 35:15, 80:19, 82:6</p> <p>importantly [2] - 35:23, 55:5</p> <p>impressed [1] - 29:23</p> <p>impressive [1] - 36:14</p> <p>improve [2] - 4:24, 87:8</p> <p>improvements [1] - 87:4</p> <p>inaudible [1] - 3:2</p> <p>included [2] - 19:14, 42:14</p> <p>including [2] - 54:10, 55:5</p> <p>increase [1] - 3:25</p> <p>incredible [5] - 19:17, 19:20, 21:5, 21:18, 76:19</p> <p>incredibly [2] - 16:23, 22:8</p> <p>indeed [1] - 90:24</p> <p>independent [1] - 25:24</p> <p>indicated [1] - 76:24</p> <p>indoor [1] - 4:17</p> <p>industry [1] - 6:5</p> <p>info [1] - 11:12</p> <p>inform [1] - 24:16</p> <p>information [7] - 4:19, 4:20, 13:20, 29:16, 33:15, 33:16, 38:24</p> <p>informed [1] - 46:7</p>	<p>infrastructure [2] - 85:20, 87:3</p> <p>initial [1] - 30:18</p> <p>initiative [1] - 17:8</p> <p>injured [1] - 10:12</p> <p>input [2] - 34:20, 86:2</p> <p>insightful [1] - 78:13</p> <p>insights [3] - 78:21, 79:12, 79:13</p> <p>instead [1] - 25:13</p> <p>institutional [1] - 57:13</p> <p>insurance [22] - 6:4, 6:5, 6:15, 6:18, 7:10, 7:13, 7:23, 8:18, 9:2, 9:9, 9:19, 11:2, 11:11, 11:20, 12:7, 12:10, 12:20, 13:9, 13:12, 13:18</p> <p>Insurance [1] - 6:13</p> <p>intend [1] - 94:11</p> <p>intended [2] - 61:23, 61:24</p> <p>intensity [1] - 16:21</p> <p>intent [4] - 59:17, 59:20, 60:7, 63:13</p> <p>intention [2] - 60:13, 60:24</p> <p>interest [2] - 93:1, 93:3</p> <p>interested [2] - 5:16, 42:13</p> <p>interesting [3] - 6:22, 7:11, 94:9</p> <p>internally [1] - 33:24</p> <p>international [2] - 38:2, 43:17</p> <p>intervening [1] - 59:25</p> <p>introduction [1] - 78:5</p> <p>introductions [1] - 85:15</p> <p>investment [5] - 23:4, 43:3, 43:5, 73:20, 73:21</p> <p>investments [1] - 73:22</p> <p>inviting [1] - 14:25</p> <p>involved [9] - 15:14, 25:10, 40:13, 41:21, 80:20, 84:10, 86:8, 86:21</p> <p>IOA [1] - 6:14</p> <p>Ireland [2] - 21:8</p> <p>issue [2] - 77:11, 77:23</p> <p>Italy [1] - 21:8</p> <p>item [10] - 45:13, 53:3, 54:1, 55:2, 56:17, 56:23, 56:24, 57:3,</p>	<p>73:7, 93:18</p> <p>items [1] - 39:17</p> <p>itself [2] - 21:20, 62:9</p> <p>IV [1] - 2:7</p> <p>IX [1] - 2:14</p>
<p>J</p>				<p>January [3] - 1:14, 30:11, 68:11</p> <p>Jared [12] - 53:10, 55:18, 57:4, 57:5, 57:20, 57:23, 58:5, 59:5, 59:17, 60:7, 61:23, 63:6</p> <p>Jared's [2] - 59:4, 63:22</p> <p>jawi [1] - 44:17</p> <p>Jeff [31] - 3:7, 4:6, 4:10, 6:8, 8:11, 14:16, 14:25, 23:14, 23:15, 23:25, 24:12, 40:19, 41:18, 42:10, 44:15, 45:5, 45:16, 52:20, 56:3, 59:2, 62:8, 67:20, 67:21, 75:5, 76:4, 77:2, 88:7, 92:4, 92:17, 92:23, 93:23</p> <p>Jennifer [2] - 1:20, 95:4</p> <p>JENNIFER [1] - 95:17</p> <p>jeopardy [1] - 90:9</p> <p>job [3] - 3:16, 29:22, 76:19</p> <p>jobs [1] - 85:19</p> <p>Joe [1] - 74:10</p> <p>John [5] - 55:21, 80:6, 80:24, 80:25, 81:13</p> <p>Johnny [2] - 81:16, 82:11</p> <p>join [1] - 18:24</p> <p>joined [1] - 17:19</p> <p>joke [1] - 91:3</p> <p>Jonni [1] - 94:1</p> <p>Josh [5] - 82:13, 85:13, 85:15, 87:13</p> <p>journey [1] - 35:16</p> <p>judge [1] - 39:8</p> <p>judged [2] - 38:25, 39:5</p> <p>July [2] - 29:14, 29:20</p> <p>jump [1] - 64:1</p> <p>Junction [2] - 49:20, 51:17</p> <p>June [2] - 27:15, 30:16</p> <p>justice [1] - 77:22</p>	

K

keen [1] - 17:22
keep [11] - 22:2, 23:5, 24:8, 35:17, 39:10, 42:3, 44:22, 60:24, 68:15, 83:11, 83:13
kept [1] - 68:15
key [1] - 32:21
kick [1] - 21:11
kicked [1] - 19:3
Kickers [2] - 49:8, 49:10
kids [3] - 10:14, 15:20, 81:7
kilometers [1] - 33:2
kind [31] - 6:18, 6:24, 8:3, 8:13, 8:15, 11:4, 11:10, 11:19, 12:14, 12:22, 13:9, 13:15, 14:25, 16:7, 16:13, 19:24, 25:16, 27:1, 31:23, 33:7, 35:23, 36:21, 37:23, 38:8, 38:17, 38:21, 39:10, 68:2, 68:6, 74:17, 84:13
knocking [1] - 41:8
knowledge [2] - 11:8, 57:13
knows [9] - 11:9, 11:23, 12:24, 22:22, 27:13, 39:7, 40:11, 41:7, 70:1
KSE [1] - 15:21

L

land [1] - 85:19
language [1] - 59:23
languages [2] - 43:18, 43:21
large [6] - 10:15, 24:1, 30:12, 37:2, 76:18, 77:17
largest [1] - 31:25
last [24] - 4:13, 5:6, 10:5, 15:16, 17:14, 18:19, 19:3, 19:13, 21:9, 29:10, 34:12, 37:22, 41:24, 44:12, 53:4, 55:4, 71:14, 75:18, 78:10, 81:22, 86:16, 86:20, 86:24, 90:6
lasting [1] - 35:23
late [2] - 8:25, 27:22
launch [1] - 33:13
launched [2] - 27:17,

33:13
layer [1] - 12:6
lead [1] - 29:19
leader [2] - 37:7
leading [4] - 32:16, 32:19, 32:20, 36:6
League [3] - 16:4, 18:12, 83:5
league [1] - 83:6
learn [2] - 20:12, 20:20
learned [1] - 29:17
learning [2] - 20:1, 86:2
least [6] - 7:4, 8:4, 62:7, 74:23, 83:19, 89:8
leave [1] - 35:23
leaves [2] - 21:17, 28:19
left [2] - 32:18, 35:25
legacy [4] - 21:18, 35:24, 43:2, 43:16
length [1] - 27:3
lens [2] - 82:24, 83:7
less [1] - 4:3
letter [4] - 30:25, 40:18, 40:22, 41:3
letting [1] - 66:11
level [6] - 19:4, 20:17, 79:24, 80:20, 81:24
levelheaded [1] - 79:2
levels [3] - 23:3, 43:3, 87:8
liability [12] - 9:11, 9:15, 9:19, 10:1, 10:2, 11:9, 11:13, 11:15, 12:9, 12:25, 14:7, 14:11
licenses [1] - 86:18
licensing [1] - 77:8
life [1] - 60:19
light [1] - 85:21
light-rail [1] - 85:21
likely [2] - 28:15, 31:11
limit [12] - 8:16, 8:17, 8:18, 9:16, 9:18, 57:11, 58:7, 58:12, 59:20, 61:9, 61:10, 61:11
limits [7] - 8:2, 8:20, 57:9, 57:17, 57:23, 61:18, 62:21
LINE [1] - 2:3
line [6] - 27:19, 29:9, 31:23, 36:10, 75:5, 88:9
lines [1] - 38:2

link [3] - 40:16, 47:8, 66:16
lisa [2] - 45:25, 71:15
Lisa [25] - 15:1, 23:24, 63:24, 64:1, 64:7, 64:16, 64:18, 66:3, 66:20, 67:6, 70:25, 71:3, 71:5, 71:9, 71:10, 72:9, 81:20, 87:24, 88:2, 88:12, 88:17, 88:19, 90:1, 90:25, 91:24
list [10] - 8:9, 13:15, 28:18, 39:16, 46:1, 46:3, 47:9, 52:19, 78:23, 79:6
listed [1] - 34:4
listening [1] - 83:19
Littleton [1] - 49:24
live [2] - 94:11, 94:13
load [1] - 3:18
locally [1] - 85:20
location [1] - 37:8
LoDo [1] - 32:11
log [3] - 64:4, 64:14, 65:1
logged [3] - 64:4, 64:8, 65:5
logic [1] - 80:21
logica l [1] - 68:20
logo [3] - 33:14, 33:21, 41:22
long-time [1] - 86:6
look [16] - 14:11, 21:4, 25:18, 25:25, 26:1, 27:4, 28:20, 29:7, 30:25, 38:21, 46:13, 69:21, 69:24, 77:3, 78:6, 82:7
looking [16] - 4:2, 18:18, 18:21, 27:22, 28:2, 31:10, 31:11, 43:10, 47:2, 47:20, 60:4, 75:14, 80:7, 82:3, 82:4, 85:6, 86:10, 87:1
looks [8] - 12:17, 40:6, 52:7, 69:12, 73:1, 92:3, 92:4, 92:15
Los [1] - 28:14
love [3] - 20:10, 41:25, 60:23
luck [1] - 94:10

M

magnitude [2] - 25:16, 25:19
mail [3] - 46:24, 64:22,

64:24
major [2] - 43:4, 85:22
Major [2] - 16:4, 18:12
majority [1] - 73:6
malaise [1] - 44:25
Mall [2] - 31:23, 32:6
management [2] - 7:15, 77:4
manager [2] - 81:4, 83:3
mandate [1] - 11:2
mandated [2] - 11:14, 12:2
mandating [2] - 10:9, 10:22
Manny [8] - 21:1, 23:9, 23:18, 36:6, 42:1, 43:22, 43:24, 44:6
map [2] - 29:2, 29:3
mari [1] - 59:10
Maribelia [1] - 59:9
market [3] - 25:22, 26:1, 37:18
marketing [3] - 5:3, 26:19, 33:12
markets [2] - 37:20, 37:23
Mason [1] - 73:12
mass [1] - 38:3
massive [1] - 8:1
match [2] - 32:20, 33:1
matches [3] - 25:17, 27:5, 40:1
matter [1] - 20:23
Matthew [3] - 21:1, 23:9, 23:15
maximum [1] - 91:5
MAY [2] - 70:25, 71:3
mayor [2] - 27:17, 82:22
mayor-appointed [1] - 82:22
mean [7] - 15:5, 39:7, 46:11, 58:3, 60:7, 60:8, 70:7
meaningless [1] - 61:8
means [2] - 8:17, 65:5
meant [3] - 8:1, 16:2, 16:3
media [2] - 26:8, 40:16
meet [1] - 20:8
Meeting [1] - 95:8
meeting [17] - 3:7, 3:9, 3:12, 29:11, 31:5, 42:15, 42:17, 45:10, 47:8, 53:1, 53:5, 70:8, 70:15, 86:20,

87:23, 95:6
MEETING [1] - 1:4
meetings [3] - 5:14, 31:2, 31:4
mega [2] - 26:7, 34:18
Melius [2] - 1:20, 95:4
MELIUS [1] - 95:17
member [9] - 58:1, 58:13, 78:17, 79:8, 81:5, 81:6, 82:20, 87:5, 87:11
members [9] - 5:13, 10:17, 10:21, 37:18, 55:9, 56:20, 73:11, 74:7, 82:2
membership [19] - 3:6, 3:11, 3:14, 53:1, 53:5, 54:16, 55:11, 56:21, 57:6, 58:7, 58:10, 58:11, 68:24, 69:19, 69:21, 69:24, 70:24, 80:2, 82:4
membership 's [1] - 58:12
mentality [1] - 82:3
mention [1] - 43:14
mentioned [6] - 21:23, 25:6, 32:12, 38:15, 77:2, 86:23
mentors [1] - 80:9
met [1] - 73:6
metropolitan [1] - 77:17
Mexican [2] - 37:12, 37:15
Mexico [2] - 28:8, 42:14
Miami [1] - 28:15
mic [2] - 52:3, 81:14
Michael [1] - 52:7
middle [3] - 27:11, 31:24, 32:11
might [8] - 12:15, 60:4, 70:12, 70:13, 85:7, 94:13
Mike [5] - 82:13, 83:22, 85:12, 92:7, 92:17
Mile [4] - 27:5, 27:16, 32:20, 33:6
million [5] - 3:23, 9:17, 10:2, 26:4, 27:8
mind [3] - 8:6, 13:13, 47:19
mine [1] - 79:5
minimum [3] - 87:17, 91:5, 91:17
minus [1] - 12:8

minute ⁽¹⁾ - 65:24
Minutes ⁽¹⁾ - 2:6
minutes ⁽¹⁴⁾ - 7:3, 7:4, 29:21, 46:12, 53:4, 53:7, 53:16, 53:17, 53:25, 55:14, 56:6, 74:18, 74:23, 95:6
minutia ⁽¹⁾ - 63:13
misconduct ⁽¹⁾ - 9:21
miss ⁽¹⁾ - 51:7
missed ⁽¹⁾ - 51:7
mission ⁽¹⁾ - 35:8
MLS ⁽⁸⁾ - 16:5, 19:1, 19:2, 19:4, 21:11, 37:17
mobilizing ⁽¹⁾ - 43:16
mode ⁽¹⁾ - 71:21
molestation ⁽²⁾ - 13:1, 13:4
moment ⁽²⁾ - 44:19, 46:22
money ⁽¹⁾ - 41:9
monolith ⁽¹⁾ - 22:22
month ⁽¹⁾ - 41:20
months ⁽¹⁰⁾ - 30:22, 33:11, 34:2, 34:7, 34:12, 34:25, 39:9, 41:17, 68:10, 81:10
Montrose ⁽¹⁾ - 52:21
Morocco ⁽¹⁾ - 27:14
most ⁽¹⁵⁾ - 4:10, 7:2, 7:12, 9:9, 10:4, 15:21, 18:13, 25:7, 28:15, 31:5, 35:22, 55:5, 69:8, 69:9, 77:18
motion ⁽²²⁾ - 53:6, 54:14, 54:17, 54:18, 55:13, 55:16, 55:23, 56:15, 57:5, 59:4, 59:23, 61:8, 67:19, 70:5, 70:7, 70:22, 70:25, 71:2, 71:4, 71:7, 71:16, 93:22
Mountain ⁽⁸⁾ - 29:3, 37:9, 48:25, 50:15, 51:23, 53:13
mountain ⁽¹⁾ - 80:19
mountains ⁽¹⁾ - 39:18
mouth ⁽¹⁾ - 60:8
move ⁽⁸⁾ - 17:22, 21:15, 56:22, 62:18, 69:2, 76:5, 76:6, 76:23
moved ⁽⁸⁾ - 53:10, 53:16, 56:8, 59:6, 68:19, 69:15, 70:19, 93:23
moves ⁽¹⁾ - 55:19

moving ⁽²⁾ - 55:16
MR ⁽¹³⁴⁾ - 4:6, 6:8, 14:16, 14:19, 23:13, 44:1, 44:6, 44:15, 44:18, 45:5, 46:3, 46:9, 46:17, 46:23, 47:3, 47:6, 47:10, 52:2, 53:10, 53:13, 54:18, 55:18, 55:21, 56:3, 57:7, 59:2, 59:5, 59:7, 59:10, 59:13, 59:14, 59:15, 59:19, 59:20, 60:10, 60:11, 60:12, 61:6, 61:14, 61:24, 62:3, 62:4, 62:10, 62:15, 63:4, 63:5, 63:21, 64:7, 64:11, 64:15, 64:16, 64:18, 64:21, 65:3, 65:7, 65:11, 65:12, 65:15, 65:19, 65:21, 65:23, 66:9, 66:11, 66:13, 66:17, 66:18, 66:20, 66:24, 67:1, 67:3, 67:5, 67:15, 67:19, 67:25, 71:7, 71:9, 71:15, 71:18, 72:9, 72:11, 72:14, 72:19, 74:11, 75:3, 76:4, 78:1, 80:4, 80:23, 81:1, 81:15, 81:17, 82:10, 82:14, 83:21, 83:23, 85:12, 85:15, 87:13, 88:6, 88:14, 88:19, 88:21, 88:25, 89:3, 89:6, 89:7, 89:9, 89:10, 89:12, 89:18, 89:22, 89:25, 90:8, 90:10, 90:12, 90:15, 90:19, 90:21, 90:22, 90:23, 90:24, 90:25, 91:2, 91:6, 91:8, 91:11, 91:14, 91:16, 92:2, 92:14, 92:16, 92:21, 93:23, 94:18
MS ⁽⁴⁷⁾ - 46:2, 52:6, 52:11, 54:20, 59:8, 64:2, 64:9, 64:13, 64:17, 64:20, 64:25, 65:13, 65:17, 66:7, 66:15, 66:23, 67:2, 67:12, 67:16, 70:25, 71:3, 72:5, 72:8, 72:10, 72:12, 72:17, 72:21, 88:3, 88:13, 88:18, 88:20, 88:23, 89:1, 89:15, 89:20, 90:5, 91:1, 91:4, 91:7, 91:9, 91:13,

91:15, 91:25, 92:3, 92:15, 92:20, 94:1
mullet ⁽²⁾ - 90:19, 90:22
multiple ⁽²⁾ - 3:3, 8:19
MULTIPLE ⁽⁴⁾ - 53:21, 56:11, 89:17, 94:4
multiply ⁽¹⁾ - 34:5
music ⁽¹⁾ - 90:9
mute ⁽⁵⁾ - 58:16, 67:22, 67:25, 81:16, 88:2

N

name ⁽³⁾ - 6:12, 43:15, 82:16
Nashville ⁽¹⁾ - 37:22
nasty ⁽¹⁾ - 11:20
Nate ⁽³⁹⁾ - 8:11, 14:25, 23:24, 40:19, 40:21, 41:18, 42:10, 42:15, 46:12, 46:15, 52:20, 54:4, 56:3, 58:23, 59:13, 62:8, 62:13, 65:7, 65:22, 66:11, 66:13, 72:18, 74:17, 75:1, 75:8, 76:18, 78:4, 81:1, 81:10, 81:19, 82:9, 82:14, 83:23, 89:2, 89:12, 90:8, 90:13, 92:24, 94:16
Nate's ⁽¹⁾ - 45:19
National ⁽²⁾ - 17:15, 19:15
national ⁽³⁾ - 18:6, 25:12, 37:7
nationalism ⁽¹⁾ - 40:7
nationwide ⁽¹⁾ - 93:17
natural ⁽¹⁾ - 57:16
nature ⁽¹⁾ - 83:14
nay ⁽³⁾ - 53:23, 56:13, 94:5
near ⁽²⁾ - 32:18, 82:1
necessarily ⁽¹⁾ - 39:7
necessary ⁽²⁾ - 57:14, 70:14
need ⁽¹²⁾ - 7:22, 14:5, 24:5, 34:5, 34:7, 40:21, 43:11, 45:23, 47:16, 58:5, 66:15, 93:5
needed ⁽¹⁾ - 68:14
needs ⁽⁷⁾ - 6:4, 7:6, 7:7, 13:10, 13:16, 59:22, 74:22
negative ⁽¹⁾ - 38:16
neighboring ⁽¹⁾ -

39:24
NemoVote ⁽¹⁾ - 72:4
networks ⁽¹⁾ - 41:11
new ⁽¹⁰⁾ - 4:24, 26:4, 37:23, 66:25, 68:24, 70:17, 74:15, 90:6, 93:19
New ⁽³⁾ - 2:14, 28:15, 42:14
Next ⁽¹⁾ - 19:2
next ⁽²⁶⁾ - 5:24, 10:25, 11:14, 12:3, 21:25, 30:21, 33:11, 34:1, 34:6, 34:25, 36:1, 39:8, 41:17, 41:20, 54:1, 54:7, 55:2, 56:17, 56:22, 56:24, 70:15, 73:7, 79:7, 87:23, 93:18, 94:11
nice ⁽³⁾ - 22:18, 90:13, 93:1
nicely ⁽¹⁾ - 77:13
nine ⁽²⁾ - 34:6, 62:24
nine-year ⁽¹⁾ - 62:24
no-brainer ⁽¹⁾ - 6:18
non ⁽¹⁾ - 11:17
non-owned ⁽¹⁾ - 11:17
none ⁽⁷⁾ - 53:19, 54:14, 54:25, 56:8, 56:22, 71:24, 93:21
nonprofessional ⁽¹⁾ - 87:9
nonprofit ⁽¹⁾ - 9:9
North ⁽¹⁾ - 86:16
northern ⁽¹⁾ - 50:1
note ⁽¹⁾ - 54:3
noted ⁽¹⁾ - 3:3
nothing ⁽¹⁾ - 70:17
notwithstanding ⁽¹⁾ - 76:14
November ⁽¹⁾ - 30:3
nowhere ⁽¹⁾ - 82:1
number ⁽¹⁶⁾ - 5:18, 14:9, 17:4, 20:9, 26:4, 37:1, 39:3, 46:24, 57:23, 58:12, 60:5, 78:20, 79:2, 79:3, 79:16, 79:23
number-one ⁽¹⁾ - 17:4
numbers ⁽⁵⁾ - 26:4, 27:1, 52:24, 75:22, 76:25

O

objectives ⁽²⁾ - 35:19, 42:11
obviously ⁽¹¹⁾ - 3:9, 11:23, 13:24, 14:22,

16:15, 17:2, 17:5, 19:3, 46:16, 62:21, 86:5
odd ⁽¹⁾ - 68:2
offended ⁽¹⁾ - 70:11
offer ⁽⁵⁾ - 5:7, 11:7, 28:23, 85:4, 85:9
offering ⁽³⁾ - 79:11, 79:12
offers ⁽⁴⁾ - 4:23, 8:14, 8:16, 9:5
Office ⁽¹⁾ - 6:13
officer ⁽¹³⁾ - 57:9, 57:11, 57:19, 57:25, 58:2, 58:13, 58:20, 61:18, 61:25, 62:1, 62:7, 63:9, 75:15
officers ⁽¹⁰⁾ - 9:6, 9:8, 54:2, 54:15, 58:3, 58:10, 59:21, 61:3, 73:8, 87:22
Officers ⁽²⁾ - 2:7, 2:13
official ⁽⁶⁾ - 25:10, 27:23, 27:25, 31:14, 33:7, 33:14
often ⁽¹⁾ - 15:18
oftentimes ⁽¹⁾ - 62:4
old ⁽⁶⁾ - 68:23, 81:6, 81:9, 81:10, 90:22, 90:23
once ⁽⁴⁾ - 5:14, 14:13, 39:5, 66:2
once-a-year ⁽¹⁾ - 5:14
one ⁽⁶⁹⁾ - 3:13, 4:1, 6:14, 6:22, 9:14, 10:3, 12:23, 12:24, 13:24, 17:4, 19:9, 25:11, 26:10, 26:24, 28:14, 29:1, 30:9, 31:1, 31:9, 31:19, 32:21, 37:8, 37:17, 38:17, 38:24, 39:12, 39:23, 42:11, 43:19, 43:20, 46:25, 47:13, 54:3, 56:25, 57:1, 57:3, 58:18, 61:18, 62:18, 62:19, 62:23, 62:24, 63:15, 66:8, 66:22, 68:2, 69:1, 71:14, 72:25, 73:12, 76:23, 76:25, 78:24, 79:5, 79:10, 79:18, 80:9, 80:17, 87:17, 89:8, 89:13, 90:2, 90:7, 91:5, 91:17
one-city ⁽¹⁾ - 39:23
one-on-ones ⁽¹⁾ - 31:9
one-year ⁽⁵⁾ - 62:18,

62:19, 62:23, 62:24, 63:15
ones [9] - 7:14, 8:4, 8:5, 9:12, 28:8, 31:9, 51:7, 83:10
online [1] - 14:15
open [20] - 18:23, 20:7, 24:25, 42:1, 53:16, 56:18, 62:19, 65:9, 65:14, 65:15, 67:9, 72:9, 72:13, 88:5, 88:16, 88:22, 89:4, 91:10, 91:20, 92:10
opened [2] - 67:6, 88:23
openings [1] - 74:8
operate [1] - 79:24
operations [3] - 26:18, 73:20, 81:4
operative [1] - 69:22
opinion [3] - 61:7, 61:12, 74:22
opportunities [1] - 20:5
opportunity [6] - 21:6, 22:11, 73:10, 81:2, 83:20, 87:10
opposed [3] - 53:22, 56:13, 94:5
order [3] - 47:19, 55:10, 92:4
organization [3] - 22:9, 36:3, 86:22
organizations [5] - 4:24, 9:13, 34:19, 41:2, 79:8
organized [2] - 70:5, 70:20
organizer [1] - 82:19
organizing [2] - 43:19, 43:23
original [1] - 58:6
originally [1] - 75:10
OSIFODUNRIN [1] - 82:14
Osifodunrin [1] - 82:16
otherwise [2] - 54:9, 75:25
ourselves [2] - 29:6, 38:17
outcome [1] - 43:4
outdoor [2] - 4:15, 4:18
outside [2] - 35:6, 87:9
outweigh [1] - 28:24
overall [1] - 72:23

overcome [1] - 44:25
overlooked [1] - 15:18
own [6] - 7:22, 9:2, 10:9, 10:23, 54:10
owned [1] - 11:17
ownership [1] - 77:5

P

p.m [3] - 1:15, 94:19
P1 [1] - 86:9
package [1] - 4:19
Padraig [3] - 22:14, 44:8, 44:9
padraig [1] - 14:15
PAGE [1] - 2:3
page [4] - 67:13, 67:14, 72:22, 72:23
paid [1] - 79:17
Palmer [1] - 50:3
pandemic [2] - 5:5, 76:14
paramount [2] - 13:4, 16:16
parent [6] - 5:2, 77:16, 78:23, 82:18, 86:8, 87:6
park [1] - 85:19
parks [2] - 84:22, 84:24
part [25] - 17:12, 18:24, 19:6, 19:11, 19:23, 20:6, 20:19, 20:22, 21:16, 22:9, 22:10, 26:13, 27:22, 28:2, 31:24, 38:10, 44:10, 63:10, 63:14, 73:9, 75:20, 76:18, 82:17
participate [1] - 25:13
participation [2] - 76:24, 94:14
particular [1] - 57:1
particularly [3] - 43:5, 44:23, 75:17
parties [1] - 47:23
partner [1] - 37:14
partners [1] - 24:5
passed [1] - 58:6
passes [2] - 56:15, 67:19
passion [1] - 80:21
password [2] - 66:17, 66:21
past [8] - 56:1, 62:17, 68:3, 84:14, 84:20, 86:12
pathway [1] - 21:14
patience [1] - 66:14

Payne [3] - 23:8, 23:9, 23:15
PAYNE [4] - 23:13, 44:6, 44:15, 45:5
people [36] - 6:11, 20:9, 20:11, 25:4, 25:16, 26:11, 27:6, 27:7, 27:9, 27:10, 28:11, 29:19, 30:6, 31:18, 33:15, 33:21, 35:11, 36:4, 36:5, 36:21, 39:25, 40:4, 40:7, 40:9, 41:6, 41:14, 43:23, 44:3, 44:4, 44:10, 57:14, 70:12, 77:24, 81:20, 85:25, 86:22
per [1] - 19:16
percent [9] - 24:17, 67:17, 73:1, 73:2, 92:5, 92:6
perfect [2] - 47:5, 81:17
perfectly [1] - 15:5
perhaps [1] - 55:5
period [4] - 41:16, 59:25, 60:14, 60:21
periodically [1] - 24:8
person [9] - 6:1, 14:22, 15:14, 20:8, 60:18, 73:16, 75:1, 75:2, 89:14
personal [2] - 11:19, 68:6
personalized [1] - 11:20
personnel [1] - 32:6
perspective [5] - 16:11, 17:3, 84:25, 85:1, 85:10
Peter [12] - 64:19, 64:20, 65:4, 65:19, 65:25, 66:16, 66:18, 73:12, 73:14, 88:24, 90:15, 90:23
phenomenal [2] - 18:5, 21:21
phone [3] - 5:18, 52:8, 64:24
phones [1] - 67:23
physical [1] - 87:4
pick [1] - 33:10
picked [1] - 81:14
picture [1] - 76:15
piece [2] - 13:9, 13:19
pieces [1] - 85:21
pinpoint [1] - 33:3
place [9] - 6:3, 11:2, 31:12, 35:5, 35:17,

45:3, 67:9, 68:20, 95:9
places [1] - 68:23
plan [3] - 31:20, 32:14, 32:23
planned [2] - 15:7, 16:6
planning [1] - 5:3
plaque [1] - 74:4
play [7] - 15:12, 16:18, 16:20, 23:2, 29:4, 31:6, 38:16
played [4] - 6:16, 13:16, 15:16, 81:8
player [6] - 5:2, 22:23, 77:16, 81:7, 86:7, 87:6
players [10] - 10:12, 16:19, 17:10, 17:17, 20:19, 43:6, 75:23, 78:23, 79:16, 80:10
players' [1] - 80:12
playground [1] - 39:15
playing [1] - 83:11
playoffs [3] - 16:12, 16:25, 17:1
plays [4] - 78:24, 78:25, 83:5, 86:8
pleased [1] - 76:15
Plenty [1] - 17:16
plugging [1] - 23:5
point [13] - 4:5, 6:1, 20:17, 21:4, 21:10, 38:24, 41:9, 41:22, 45:11, 54:12, 62:12, 84:7, 88:14
point-person [1] - 6:1
points [1] - 76:23
policies [3] - 6:2, 12:7, 12:15
policy [18] - 9:6, 9:16, 9:19, 10:1, 10:4, 10:8, 10:10, 10:14, 10:16, 11:14, 13:1, 13:2, 13:17, 14:11, 30:13, 30:16, 73:21
polish [1] - 3:21
pop [1] - 65:10
portion [1] - 73:20
pose [1] - 63:3
position [6] - 20:4, 58:21, 60:15, 62:1, 76:12, 92:16
positional [1] - 62:8
positions [9] - 57:9, 57:10, 57:19, 87:15, 87:16, 87:21, 88:10, 92:18

positive [1] - 16:11
possible [2] - 20:11, 36:2
possibly [2] - 29:5, 83:19
postponing [1] - 70:11
potentially [1] - 82:8
practices [4] - 4:16, 9:19, 10:1, 10:2
practicing [1] - 84:11
preeminent [3] - 23:6, 42:24, 75:21
preface [1] - 70:21
present [5] - 48:20, 50:12, 51:1, 51:3, 51:5
presentation [6] - 23:17, 24:11, 24:15, 29:20, 29:25, 44:22
presentations [1] - 40:23
presented [1] - 42:12
PRESIDENT [43] - 3:5, 5:20, 13:22, 14:17, 22:14, 42:7, 44:14, 44:17, 44:20, 45:8, 45:19, 45:25, 46:5, 46:8, 46:14, 46:19, 52:23, 53:12, 53:15, 53:22, 54:19, 54:23, 55:20, 55:23, 56:7, 56:12, 57:20, 67:24, 68:1, 71:2, 71:5, 71:11, 71:17, 71:20, 72:7, 73:4, 74:12, 75:7, 76:7, 81:12, 92:24, 93:25, 94:2
president [10] - 58:8, 58:18, 58:19, 61:21, 61:22, 75:4, 75:11, 75:12, 76:12, 92:23
pretty [10] - 3:24, 22:17, 23:20, 26:17, 44:4, 60:9, 60:14, 63:7, 68:11, 79:1
prevalent [1] - 14:4
Pride [1] - 50:5
pride [2] - 17:15, 19:10
primarily [1] - 5:1
prioritize [1] - 4:15
priority [1] - 17:4
private [5] - 26:15, 26:17, 38:11, 41:5, 41:10
private-financed [1] - 38:11
pro [3] - 37:10, 38:1,

38:19
problem [3] - 14:8, 38:13, 40:20
problems [2] - 14:12, 68:6
procedurally [1] - 65:8
proceed [1] - 52:25
proceedings [1] - 95:8
process [4] - 5:15, 29:16, 36:6, 68:13
procure [1] - 7:22
procurement [1] - 6:2
producing [1] - 20:18
product [3] - 22:16, 77:5, 77:7
Professional [3] - 1:21, 95:5, 95:18
professional [5] - 6:15, 16:16, 43:9, 60:19, 85:17
professionally [1] - 85:16
profitable [1] - 25:7
program [5] - 5:12, 17:18, 19:2, 77:10, 77:12
programs [3] - 4:24, 5:3, 43:7
progress [2] - 75:16, 77:3
progressing [1] - 76:17
project [3] - 26:13, 68:7, 79:5
projected [1] - 25:18
projects [2] - 4:1, 85:22
promoting [1] - 9:24
promotional [1] - 41:16
prompt [1] - 45:23
pronounce [1] - 43:15
properly [1] - 56:6
Proposed [1] - 2:11
proposed [5] - 56:25, 57:4, 59:18, 68:1, 70:7
pros [4] - 22:23, 36:20, 36:23, 38:20
protocols [1] - 15:9
proud [15] - 3:24, 16:23, 17:11, 17:21, 19:21, 30:23, 34:11, 34:23, 35:2, 35:7, 36:1, 36:5, 37:3, 40:7, 75:16
prove [1] - 7:23
proven [2] - 20:16, 84:15

provide [11] - 14:2, 14:6, 39:15, 41:4, 41:14, 57:13, 60:25, 62:7, 78:20, 79:20, 87:7
provided [3] - 69:10, 73:13, 74:3
provides [1] - 4:19
provisions [1] - 68:14
proximity [1] - 31:20
public [8] - 26:12, 26:21, 30:21, 33:8, 33:13, 33:25, 34:24, 38:3
pull [2] - 46:22, 74:2
pulled [1] - 17:15
purchased [2] - 6:3, 74:4
purchases [2] - 10:15, 10:16
purchasing [2] - 10:7, 12:10
push [8] - 33:7, 44:24, 66:4, 66:5, 88:7
pushed [1] - 11:4
pushing [2] - 83:15
put [24] - 8:21, 11:11, 12:4, 13:20, 15:23, 16:24, 18:22, 20:4, 20:10, 29:8, 30:12, 30:14, 33:15, 37:4, 37:19, 53:19, 59:4, 60:8, 63:12, 69:3, 71:24, 72:4, 87:25, 93:9
putting [4] - 22:17, 60:5, 70:3
puzzle [1] - 6:21

Q

quality [3] - 5:11, 77:5, 77:7
quarter [4] - 31:1, 31:8, 31:11, 31:15
questionnaire [2] - 30:4, 30:7
questions [15] - 5:20, 11:13, 13:20, 23:19, 23:20, 24:25, 30:5, 41:25, 44:14, 44:16, 44:17, 44:18, 47:21, 54:13, 94:15
quick [6] - 8:7, 11:1, 11:6, 47:17, 62:16, 65:2
quickly [5] - 8:14, 8:21, 23:20, 24:24, 77:14

quite [5] - 6:11, 30:6, 33:9, 76:14, 84:1
quorum [2] - 52:21, 52:25

R

race [2] - 9:22, 75:24
rail [2] - 38:2, 85:21
raise [1] - 93:20
ramp [1] - 11:5
ran [3] - 68:12, 69:11, 93:13
ranked [2] - 39:3, 39:6
Rapids [13] - 15:1, 15:25, 16:5, 16:13, 17:16, 18:2, 18:10, 21:13, 22:16, 23:25, 33:19, 44:9, 49:2
Rapids* [2] - 17:3, 23:4
rates [1] - 3:25
rather [1] - 72:3
Ratification [1] - 2:9
ratification [1] - 55:3
ratified [2] - 55:9, 56:16
ratify [4] - 55:13, 55:17, 55:24, 56:8
reach [5] - 5:4, 11:11, 11:12, 13:12, 13:20
reaching [1] - 20:9
read [3] - 35:14, 61:19, 69:24
reading [1] - 4:21
ready [4] - 64:5, 65:14, 66:10, 88:5
real [6] - 6:20, 8:7, 11:1, 11:6, 65:2, 69:17
Real [5] - 50:7, 50:9, 53:11, 55:18, 59:5
really [73] - 3:24, 6:17, 7:1, 7:11, 7:25, 8:1, 8:14, 8:20, 9:1, 13:8, 13:9, 13:18, 14:5, 15:22, 16:8, 17:13, 18:5, 20:4, 20:15, 20:16, 21:22, 22:6, 22:19, 24:11, 24:16, 24:19, 24:24, 25:20, 26:1, 26:15, 26:16, 26:25, 27:10, 27:17, 27:19, 28:22, 29:17, 29:18, 29:25, 30:3, 30:12, 30:23, 32:15, 33:5, 33:14, 33:20, 33:24, 34:5, 36:11, 36:12, 36:14, 36:24,

38:4, 39:4, 39:14, 39:25, 40:7, 40:25, 41:16, 41:17, 41:23, 43:13, 57:8, 68:11, 69:22, 70:17, 80:10, 80:20, 85:4, 85:24, 93:9
reason [1] - 60:17
rec [3] - 22:23, 84:22, 84:24
receive [1] - 72:8
recent [1] - 4:16
recently [4] - 3:18, 27:21, 77:18, 86:7
recognize [1] - 69:4
recognized [1] - 93:16
record [3] - 18:9, 18:12, 56:19
records [1] - 55:15
recreational [2] - 75:23, 86:6
Red [1] - 39:17
redline [1] - 69:12
redlined [1] - 69:10
reduce [1] - 79:22
reduced [1] - 95:10
Reed [1] - 73:12
reelection [3] - 73:11, 74:14, 76:11
ref [1] - 87:6
referee [5] - 5:2, 73:18, 77:10, 77:11, 86:17
refereeing [1] - 80:15
referees [1] - 86:19
reflected [1] - 55:14
refresher [1] - 24:19
refugee [2] - 82:24, 83:1
regardless [1] - 62:1
regards [1] - 55:6
region [8] - 39:15, 39:22, 39:24, 40:2, 42:11, 80:19
regional [4] - 39:22, 42:12, 42:17, 42:18
Registered [3] - 1:21, 95:5, 95:18
regret [1] - 73:25
regs [1] - 79:12
regulations [1] - 79:10
related [1] - 5:12
relations [1] - 33:8
relative [2] - 57:9, 62:9
rely [1] - 41:18
remains [1] - 17:4
reminder [2] - 56:4, 67:22
remotely [1] - 15:11

removed [1] - 59:23
remute [1] - 47:18
reopened [1] - 91:12
reorganization [1] - 57:2
reorganize [1] - 68:8
reorganized [3] - 70:4, 70:23, 73:5
reorganizing [2] - 68:13, 69:19
report [4] - 54:4, 54:7, 54:8, 93:9
reported [1] - 1:19
Reporter [4] - 1:21, 95:5, 95:6, 95:18
REPORTER'S [1] - 95:1
reports [5] - 54:2, 54:9, 54:13, 54:15, 54:25
Reports [1] - 2:7
represent [3] - 14:2, 16:19, 47:21
reputation [1] - 93:16
required [1] - 73:6
rescue [1] - 16:9
resetting [1] - 66:17
resolution [1] - 86:3
resonate [1] - 35:10
resorts [1] - 39:18
response [10] - 48:2, 48:16, 48:22, 48:24, 49:7, 49:21, 49:23, 50:14, 50:16, 50:24, 51:10, 51:12, 51:14, 51:16, 51:18, 51:20, 51:22, 51:24, 52:1
responses [1] - 39:2
responsive [1] - 47:23
rest [1] - 94:17
restructured [1] - 68:21
result [3] - 67:13, 92:12, 93:10
results [4] - 67:12, 72:22, 72:23, 91:24
returning [2] - 16:12, 18:6
revenue [1] - 25:18
review [2] - 54:11, 70:9
reviewed [1] - 73:21
revised [1] - 69:4
RFI [1] - 30:10
ride [1] - 35:18
Ridge [6] - 48:19, 51:4, 61:15, 64:12, 77:15, 77:19
rights [5] - 30:13,

34:9, 34:15, 34:22, 35:4	S	24:13, 24:14, 26:11, 29:1, 29:15, 29:18, 30:11, 31:21, 31:22, 32:18, 33:21, 34:2, 34:16, 37:11, 43:2, 43:6, 44:24, 65:18, 66:8, 67:16, 69:16, 71:5, 74:1, 74:19, 76:22, 76:23, 83:25, 86:21, 88:3, 89:4, 89:15, 90:17, 92:9, 92:10, 92:12	share ^[14] - 8:7, 24:10, 24:21, 25:15, 30:20, 30:22, 32:2, 32:15, 35:3, 35:9, 36:18, 36:21, 41:11	significant ^[3] - 14:9, 27:3, 75:19
rightly ^[1] - 24:13	SafeSport ^[1] - 13:6	seeing ^[3] - 14:9, 29:19, 41:19	shared ^[5] - 8:16, 8:17, 9:16, 9:18, 34:9	significantly ^[1] - 75:18
RiNo ^[1] - 32:11	safety ^[1] - 78:6	seem ^[1] - 63:7	shares ^[1] - 14:24	silence ^[2] - 65:5, 66:1
risk ^[1] - 34:17	sake ^[2] - 57:15, 79:25	select ^[1] - 89:13	sharing ^[1] - 86:2	simple ^[2] - 57:8, 60:25
Riverside ^[1] - 50:11	Sam ^[1] - 17:15	selected ^[1] - 27:13	shirt ^[1] - 17:16	simplicity ^[1] - 63:6
road ^[3] - 70:8, 74:3, 79:11	SAM ^[3] - 13:7, 13:24, 14:1	selection ^[1] - 31:14	SHISSLAK ^[2] - 54:20, 59:8	simultaneous ^[1] - 3:2
Roaring ^[2] - 50:13, 51:21	sanctioned ^[3] - 6:24, 7:8, 8:15	send ^[4] - 12:16, 64:23, 66:15, 66:25	shocked ^[1] - 90:17	singing ^[1] - 90:9
Robin ^[3] - 17:23, 17:24, 18:8	save ^[1] - 91:10	sending ^[1] - 72:6	shoo ^[1] - 28:13	single ^[4] - 15:13, 17:2, 43:19, 43:20
Rocks ^[1] - 39:17	scaffolding ^[1] - 79:13	sense ^[2] - 68:25	shoo-ins ^[1] - 28:13	site ^[2] - 12:13, 31:12
Rocky ^[3] - 29:2, 50:15, 51:23	scale ^[2] - 66:4, 87:18	sent ^[3] - 47:10, 63:24, 66:20	short ^[1] - 57:19	sitting ^[1] - 38:17
Rodriguez ^[2] - 23:9, 43:22	scene ^[2] - 37:21, 78:15	sentiment ^[1] - 14:23	SHOTTS ^[63] - 46:9, 46:17, 56:3, 59:2, 59:7, 59:10, 59:14, 59:19, 62:10, 62:15, 63:4, 63:21, 65:3, 65:11, 65:15, 65:19, 65:23, 66:9, 66:18, 66:24, 67:5, 67:15, 67:19, 67:25, 71:9, 71:15, 72:9, 72:11, 72:14, 72:19, 74:11, 75:3, 76:4, 78:1, 80:4, 80:23, 81:15, 82:10, 83:21, 85:12, 87:13, 88:6, 88:14, 89:3, 89:7, 89:10, 89:18, 89:22, 90:10, 90:15, 90:21, 90:23, 90:25, 91:2, 91:6, 91:8, 91:11, 91:14, 91:16, 92:2, 92:16, 92:21, 94:18	six ^[24] - 4:13, 28:12, 28:17, 34:6, 34:16, 39:9, 73:14, 74:8, 76:10, 77:10, 87:15, 87:16, 87:17, 87:18, 87:20, 87:21, 88:9, 89:8, 91:5, 91:6, 91:18, 92:18
RODRIGUEZ ^[1] - 44:1	school ^[1] - 80:13	separation ^[1] - 60:21	show ^[20] - 8:7, 24:15, 25:16, 27:10, 27:11, 31:18, 32:22, 39:21, 39:25, 40:4, 40:10, 45:1, 56:18, 64:25, 65:8, 67:13, 69:11, 72:22, 88:12, 93:19	sixth ^[2] - 84:9, 92:16
role ^[3] - 29:4, 31:7, 63:9	Schrad ^[2] - 82:13, 92:8	September /October ^[1] - 31:13	showcase ^[1] - 86:16	sizable ^[1] - 60:16
roles ^[2] - 78:16, 79:19	SCHRAD ^[1] - 83:23	serious ^[2] - 35:11, 35:12	shows ^[4] - 19:18, 27:1, 36:3, 93:2	size ^[2] - 26:2, 79:16
roll ^[7] - 3:12, 45:13, 45:14, 45:17, 45:21, 45:24, 47:22	scope ^[1] - 55:11	serve ^[8] - 57:24, 58:4, 60:22, 80:2, 82:21, 82:22, 83:20, 84:21	sic ^[1] - 28:6	Skyline ^[2] - 50:17, 94:1
Roll ^[1] - 2:4	scores ^[1] - 39:2	served ^[6] - 58:17, 73:15, 75:13, 78:10, 80:12, 86:23	sick ^[2] - 13:25, 41:22	slide ^[2] - 30:23, 41:24
roll-calling ^[1] - 45:24	SCOTT ^[1] - 89:12	services ^[2] - 85:4, 85:9	side ^[4] - 36:23, 37:19, 38:8, 83:8	slots ^[1] - 93:2
rolling ^[1] - 45:11	scratch ^[1] - 89:18	servicing ^[4] - 5:16, 58:2, 84:7, 84:18	signed ^[2] - 33:22, 66:14	slowed ^[2] - 33:9, 33:23
rooms ^[1] - 32:8	screen ^[5] - 8:7, 8:10, 24:10, 87:25, 88:4	set ^[10] - 7:1, 16:13, 42:15, 65:4, 65:20, 66:2, 67:5, 68:7, 88:6, 95:10		smack ^[1] - 32:10
roster ^[2] - 18:17, 18:21	scroll ^[1] - 6:10	setting ^[2] - 15:1, 72:5		small ^[1] - 85:18
RTD's ^[1] - 85:21	season ^[2] - 55:7	seven ^[5] - 34:5, 34:6, 60:1, 62:23, 63:11		SMITH ^[2] - 14:16, 14:19
RUEBEL ^[42] - 3:5, 5:20, 13:22, 14:17, 22:14, 42:7, 44:14, 44:17, 44:20, 45:8, 45:19, 45:25, 46:5, 46:8, 46:14, 46:19, 52:23, 53:12, 53:15, 53:22, 54:19, 54:23, 55:20, 55:23, 56:7, 56:12, 57:20, 67:24, 68:1, 71:2, 71:5, 71:11, 71:17, 71:20, 72:7, 73:4, 74:12, 75:7, 81:12, 92:24, 93:25, 94:2	seat ^[2] - 62:19, 62:25	seven-year ^[1] - 62:23		soccer ^[33] - 6:16, 15:14, 15:15, 16:18, 19:4, 19:8, 19:12, 20:6, 20:13, 22:6, 22:22, 23:6, 23:11, 42:24, 45:2, 75:20, 77:15, 78:23, 79:4, 80:9, 84:4, 84:8, 84:10, 84:13, 85:1, 85:16, 86:5, 86:8, 86:10, 86:15, 90:22, 93:11, 93:14
Ruebel ^[3] - 3:7, 92:4, 92:23	Seattle ^[1] - 37:22	seventeen ^[2] - 28:7, 28:9		Soccer ^[62] - 3:6, 4:2, 4:8, 6:3, 6:23, 6:25, 7:5, 7:10, 16:4, 18:12, 24:4, 42:24, 48:1, 48:7, 48:11, 48:15, 49:2, 49:20, 49:22, 49:24, 50:5, 50:11, 50:13, 50:15, 50:17, 50:23, 50:25, 51:2, 51:17, 51:19, 51:23, 51:25, 53:2, 54:16, 55:15, 55:22,
rules ^[3] - 79:9, 79:12, 84:16	second ^[19] - 5:9, 47:13, 53:12, 54:19, 54:20, 54:21, 55:20, 55:21, 57:3, 59:7, 59:8, 64:17, 69:7, 71:17, 71:19, 72:23, 89:20, 93:25, 94:1	several ^[4] - 5:25, 32:12, 68:20, 77:17		
run ^[5] - 23:16, 23:19, 24:23, 46:12, 51:6	Second ^[1] - 53:13	sexual ^[3] - 9:21, 13:1, 13:4		
running ^[5] - 14:14, 78:9, 85:3, 87:16, 90:17	seconded ^[1] - 53:16	sexy ^[1] - 37:23		
Rush ^[4] - 49:4, 50:1, 55:22, 81:5	seconds ^[6] - 72:20, 88:15, 89:5, 89:11, 91:19, 91:21	shame ^[1] - 54:4		
	secretary ^[3] - 46:10, 61:20, 78:11			
	SECRETARY ^[17] - 45:16, 45:22, 46:6, 46:11, 46:21, 47:1, 47:5, 47:12, 51:6, 52:4, 52:9, 52:12, 52:16, 62:13, 62:16, 63:18, 78:4			
	section ^[1] - 69:1			
	sections ^[6] - 68:19, 68:21, 69:14, 69:15, 70:18, 70:19			
	security ^[1] - 26:19			
	see ^[48] - 7:10, 7:11, 8:9, 8:11, 12:5, 12:9, 17:9, 18:20, 19:14, 20:11, 22:18, 23:22,			

<p>59:16, 73:13, 73:17, 73:20, 73:25, 74:1, 74:6, 74:20, 74:21, 74:22, 74:25, 75:15, 75:19, 76:16, 78:14, 78:15, 78:19, 81:3, 81:6, 81:9, 82:17, 83:6, 85:5, 93:7, 93:12, 95:7</p> <p>SOCCER [1] - 1:1</p> <p>social [1] - 40:16</p> <p>someone [7] - 17:25, 60:22, 61:2, 62:22, 63:8, 81:13</p> <p>sometime [1] - 5:9</p> <p>son [1] - 86:8</p> <p>soon [2] - 17:25, 18:23</p> <p>sorry [10] - 46:8, 59:17, 65:21, 67:3, 71:12, 72:25, 81:16, 88:25, 92:1, 92:7</p> <p>sort [3] - 4:10, 14:4, 14:9</p> <p>sound [2] - 61:17, 71:12</p> <p>sounding [1] - 79:20</p> <p>sounds [2] - 9:7, 12:6</p> <p>South [1] - 86:16</p> <p>SPEAKER [2] - 52:14, 54:21</p> <p>speaker [1] - 5:24</p> <p>speakers [3] - 3:3, 3:10, 45:9</p> <p>SPEAKERS [4] - 53:21, 56:11, 89:17, 94:4</p> <p>speaks [1] - 43:20</p> <p>special [2] - 70:8, 70:15</p> <p>specialities [1] - 6:14</p> <p>speed [1] - 54:7</p> <p>spend [1] - 26:12</p> <p>spending [1] - 94:8</p> <p>spine [2] - 31:23, 32:6</p> <p>SPIRES [9] - 53:10, 55:18, 57:7, 59:5, 60:10, 60:12, 61:24, 62:4, 63:5</p> <p>Spires [4] - 53:10, 55:18, 57:4, 59:5</p> <p>spliced [1] - 36:12</p> <p>spoken [1] - 43:19</p> <p>sport [20] - 17:6, 21:13, 22:7, 22:25, 23:1, 23:2, 23:6, 38:2, 42:24, 43:3, 43:4, 43:5, 75:21, 76:1, 78:21, 78:22,</p>	<p>79:25, 80:21, 82:20</p> <p>sports [4] - 6:15, 6:19, 9:9, 43:17</p> <p>Sports [1] - 23:16</p> <p>sportsmanship [1] - 87:8</p> <p>spots [3] - 28:10, 28:19, 92:19</p> <p>spread [1] - 41:12</p> <p>spring [3] - 4:9, 5:8, 55:7</p> <p>Springs [2] - 48:3, 50:21</p> <p>spur [1] - 26:9</p> <p>squad [1] - 17:19</p> <p>St [1] - 50:19</p> <p>stadium [6] - 31:2, 31:4, 31:6, 36:23, 36:25, 37:3</p> <p>Stadium [4] - 27:5, 27:16, 32:20, 33:6</p> <p>staff [5] - 9:12, 32:5, 76:19, 79:17, 81:19</p> <p>stage [1] - 18:7</p> <p>staggered [1] - 74:8</p> <p>stakeholders [1] - 34:14</p> <p>stand [6] - 53:25, 54:25, 73:5, 73:11, 76:2, 94:7</p> <p>standing [4] - 54:2, 74:14, 75:9, 76:10</p> <p>Standing [1] - 2:7</p> <p>standpoint [3] - 16:17, 63:6, 82:5</p> <p>stands [1] - 57:17</p> <p>Stars [1] - 48:9</p> <p>start [13] - 3:11, 6:19, 9:2, 15:3, 33:25, 45:11, 70:21, 72:15, 75:4, 83:24, 89:19, 90:3, 91:18</p> <p>started [5] - 27:12, 33:24, 68:9, 84:1, 84:4</p> <p>starting [4] - 4:17, 36:16, 67:10, 84:5</p> <p>starts [1] - 45:10</p> <p>state [17] - 6:4, 7:24, 15:15, 16:20, 17:6, 19:12, 19:14, 19:18, 20:15, 22:7, 45:2, 78:22, 79:25, 80:18, 81:20, 81:24</p> <p>statements [1] - 35:13</p> <p>States [3] - 28:7, 42:25, 93:14</p> <p>states [7] - 7:1, 7:7, 7:8, 8:4, 10:7, 10:20,</p>	<p>39:24</p> <p>statewide [1] - 85:6</p> <p>Station [1] - 31:25</p> <p>statistics [1] - 3:20</p> <p>stay [3] - 27:3, 57:14, 83:10</p> <p>steady [1] - 22:21</p> <p>Steamboat [1] - 50:21</p> <p>steering [1] - 19:4</p> <p>stenographer [1] - 56:5</p> <p>Stenographic [1] - 95:5</p> <p>Stenographically [1] - 1:19</p> <p>stenotype [1] - 95:9</p> <p>step [4] - 57:25, 60:2, 63:8, 74:1</p> <p>steps [1] - 55:6</p> <p>Steve [8] - 74:11, 74:12, 78:3, 80:5, 80:6, 80:23, 92:6, 92:17</p> <p>STIBLEY [1] - 64:17</p> <p>STIBLEY [39] - 46:2, 64:2, 64:9, 64:13, 64:20, 64:25, 65:13, 65:17, 66:7, 66:15, 66:23, 67:2, 67:12, 67:16, 72:5, 72:8, 72:10, 72:12, 72:17, 72:21, 88:3, 88:13, 88:18, 88:20, 88:23, 89:1, 89:15, 89:20, 90:5, 91:1, 91:4, 91:7, 91:9, 91:13, 91:15, 91:25, 92:3, 92:15, 92:20</p> <p>still [8] - 10:15, 10:21, 10:22, 20:24, 39:10, 65:22, 66:21, 77:18</p> <p>stole [1] - 4:10</p> <p>stolen [2] - 12:12, 12:13</p> <p>stop [1] - 43:22</p> <p>straighten [1] - 68:9</p> <p>strategic [2] - 5:3, 60:17</p> <p>strategy [3] - 34:9, 34:22, 35:5</p> <p>Street [2] - 31:23, 32:6</p> <p>strength [1] - 79:22</p> <p>strengthened [1] - 20:3</p> <p>strong [3] - 19:18, 20:16, 85:5</p> <p>strongly [1] - 80:10</p> <p>structure [2] - 79:9, 79:13</p>	<p>structured [1] - 70:19</p> <p>struggle [1] - 85:7</p> <p>study [3] - 25:24, 26:12, 26:23</p> <p>stuff [4] - 7:2, 61:21, 84:15, 84:19</p> <p>subcommittees [2] - 36:8, 36:15</p> <p>submit [1] - 90:1</p> <p>submitted [4] - 38:24, 54:16, 70:23, 71:1</p> <p>success [1] - 18:19</p> <p>successful [4] - 16:15, 18:14, 23:7</p> <p>succession [1] - 62:9</p> <p>sue [1] - 9:20</p> <p>sued [1] - 9:24</p> <p>sufficient [1] - 52:24</p> <p>suggest [1] - 4:21</p> <p>summer [1] - 27:13</p> <p>super [3] - 29:24, 83:6</p> <p>Super [1] - 83:5</p> <p>supplemented [1] - 3:17</p> <p>support [14] - 17:11, 23:1, 24:22, 40:19, 40:25, 41:3, 41:23, 43:9, 44:24, 79:7, 86:18, 86:22, 87:3</p> <p>supported [1] - 86:12</p> <p>supporter [1] - 33:16</p> <p>supporters [1] - 34:4</p> <p>supporting [1] - 86:13</p> <p>supposed [2] - 27:24, 45:24</p> <p>survey [1] - 30:4</p> <p>swarms [1] - 40:8</p> <p>synthetic [1] - 4:17</p> <p>system [2] - 14:13, 38:4</p>	<p>43:9, 78:17, 85:25</p> <p>tech [1] - 37:2</p> <p>Temi [10] - 43:14, 43:21, 80:25, 82:12, 82:16, 83:21, 84:4, 92:6, 92:17</p> <p>temi [1] - 43:15</p> <p>Temi's [1] - 43:19</p> <p>templates [1] - 40:21</p> <p>temporary [1] - 90:16</p> <p>ten [5] - 16:4, 28:10, 28:18, 28:25, 34:6</p> <p>ten-year [1] - 16:4</p> <p>tenure [1] - 75:14</p> <p>term [22] - 57:9, 57:11, 57:17, 58:7, 58:19, 61:9, 61:10, 61:18, 62:9, 62:19, 62:21, 62:23, 62:24, 63:10, 63:14, 63:17, 75:9, 76:3, 76:11, 79:7, 80:8</p> <p>termination [1] - 9:21</p> <p>terms [20] - 15:25, 16:11, 17:9, 18:9, 57:23, 57:24, 58:4, 58:12, 58:14, 58:18, 59:21, 60:3, 62:2, 62:18, 62:22, 69:25, 75:13, 75:22, 79:8, 79:15</p> <p>Texas [1] - 28:14</p> <p>thereafter [1] - 95:10</p> <p>thinking [4] - 21:17, 36:22, 74:24, 76:21</p> <p>third [1] - 80:8</p> <p>thirds [1] - 73:6</p> <p>THORSEN [1] - 94:1</p> <p>thoughts [1] - 70:13</p> <p>three [20] - 12:4, 12:15, 21:23, 25:9, 28:5, 28:6, 28:7, 31:11, 34:12, 44:12, 58:17, 60:14, 61:20, 68:22, 75:12, 78:10, 79:11, 81:8, 86:12, 86:14</p> <p>three-year [1] - 60:14</p> <p>thriving [1] - 93:11</p> <p>throughout [1] - 77:17</p> <p>thumbs [1] - 24:13</p> <p>thumbs-up [1] - 24:13</p> <p>thunder [1] - 4:10</p> <p>tight [1] - 32:23</p> <p>timeframe [1] - 31:13</p> <p>timid [1] - 80:16</p> <p>tired [1] - 44:2</p> <p>today [8] - 3:8, 7:3, 22:13, 24:7, 28:3,</p>
T				
			<p>table [1] - 46:4</p> <p>tabulated [2] - 72:2, 72:3</p> <p>tabulize [1] - 72:16</p> <p>talent [2] - 22:19, 23:2</p> <p>talented [3] - 17:10, 18:20, 20:18</p> <p>tally [2] - 87:19, 91:24</p> <p>targeted [1] - 57:18</p> <p>task [2] - 18:5, 24:1</p> <p>taste [1] - 33:20</p> <p>team [2] - 37:17, 83:5</p> <p>Team [2] - 17:16, 19:15</p> <p>teams [7] - 25:12, 25:17, 40:8, 43:8,</p>	

31:17, 43:24, 44:3
together [4] - 16:24, 22:24, 30:12, 30:14
Tom [8] - 61:15, 64:11, 64:13, 65:4, 65:19, 65:22, 66:9, 66:13
tomorrow [1] - 44:4
ton [1] - 12:5
took [1] - 17:14
toolkits [1] - 41:14
top [2] - 32:18, 87:20
topic [1] - 63:19
topics [2] - 34:16, 79:3
total [3] - 4:13, 60:4, 60:22
touch [2] - 42:10, 93:6
tough [1] - 20:23
tougher [1] - 12:24
tourism [1] - 26:9
tournament [6] - 25:7, 25:21, 26:3, 28:6, 28:13, 82:19
toward [1] - 21:5
town [1] - 36:19
training [2] - 10:12, 11:21
trajectory [1] - 20:16
transcript [2] - 3:4, 95:13
transit [1] - 38:3
transition [1] - 57:16
transportation [4] - 26:19, 31:25, 37:25, 38:4
travel [1] - 86:13
treasurer [1] - 73:15
treat [2] - 7:25, 8:1
treated [1] - 77:24
tremendous [1] - 22:4
tried [2] - 69:2, 70:19
trips [1] - 39:17
true [2] - 17:7, 95:13
truly [1] - 15:24
try [12] - 16:8, 35:17, 36:9, 39:13, 39:23, 43:15, 66:22, 68:7, 74:23, 78:6, 86:20, 91:17
trying [6] - 17:10, 18:25, 34:13, 35:23, 39:9, 60:8
turf [1] - 4:17
turn [5] - 4:4, 14:17, 79:23, 92:22, 93:21
turned [3] - 71:12, 77:13, 86:17
turns [1] - 23:8
twenty [1] - 28:5

twenty-three [1] - 28:5
two [25] - 4:18, 5:11, 18:11, 31:8, 32:4, 34:12, 36:16, 44:12, 56:24, 57:24, 58:4, 58:18, 60:21, 61:22, 62:22, 73:6, 73:10, 74:8, 74:23, 76:3, 78:23, 79:7, 80:2, 81:8, 81:9
two-thirds [1] - 73:6
two-year [7] - 57:24, 58:4, 58:18, 60:21, 62:22, 76:3, 79:7
two-years [1] - 74:8
type [1] - 62:8
types [1] - 79:21
typewritten [1] - 95:11
typically [1] - 28:11

U

U.S [12] - 7:5, 7:10, 21:9, 22:7, 26:14, 28:9, 28:13, 35:21, 37:14, 42:24, 86:15, 93:12
U19 [1] - 83:9
U4s [1] - 84:5
ultimately [2] - 62:5, 62:6
umbrella [6] - 6:25, 8:15, 12:5, 12:10, 83:6, 83:15
unclear [1] - 54:10
under [4] - 8:18, 69:1, 69:2, 83:5
underdog [1] - 39:10
underneath [2] - 6:24, 8:15
underserved [2] - 5:4, 82:25
Unfinished [1] - 2:10
unfinished [3] - 56:18, 56:19, 56:20
unfortunately [4] - 16:7, 17:20, 68:10, 86:24
UNIDENTIFIED [2] - 52:14, 54:21
Union [1] - 31:24
unique [2] - 40:5, 63:7
uniqueness [1] - 60:19
United [12] - 27:13, 28:7, 42:25, 48:25, 49:18, 50:23, 51:25, 52:17, 59:16, 71:18, 83:4, 93:14

united [3] - 49:24, 53:14, 93:24
unless [1] - 44:16
unmute [3] - 47:18, 52:7, 53:8
up [58] - 6:16, 7:1, 8:20, 11:1, 11:6, 15:2, 17:19, 19:25, 20:7, 20:8, 24:13, 24:25, 30:5, 30:23, 33:10, 33:22, 34:5, 36:13, 40:13, 40:15, 42:1, 42:15, 46:22, 53:17, 54:7, 57:9, 59:25, 61:21, 62:19, 65:4, 65:8, 65:10, 66:2, 66:10, 66:19, 68:8, 68:9, 68:17, 70:14, 70:23, 72:5, 73:5, 74:13, 75:14, 75:22, 76:25, 77:23, 78:2, 81:14, 86:25, 87:17, 87:25, 88:7, 89:8, 90:11, 91:18, 92:10
update [3] - 16:1, 24:16, 34:25
updates [3] - 24:8, 24:20, 40:14
uploaded [1] - 34:22
uploading [1] - 30:5
uptick [1] - 26:9
urgency [1] - 16:20
URL [1] - 64:25
Utah [1] - 42:14

V

vaccinations [1] - 43:23
vaccine [1] - 44:3
Vail [2] - 52:16, 52:21
Valley [3] - 50:13, 52:16, 52:22
valuable [1] - 78:13
valued [1] - 94:14
values [2] - 35:13, 35:17
various [2] - 14:12, 55:4
vehicle [1] - 11:16
vehicles [1] - 11:19
venture [2] - 38:11, 41:10
venue [2] - 32:20, 33:1
Verbatim [1] - 95:4
version [1] - 69:11
versus [2] - 9:11, 79:17

VI [1] - 2:10
VICE [1] - 76:7
vice [2] - 62:5, 76:12
video [1] - 47:15
Videoconference [1] - 1:8
viewpoint [1] - 87:9
viewpoints [2] - 79:2, 87:7
VII [1] - 2:11
VIII [1] - 2:13
vines [1] - 17:15
virtual [3] - 31:2, 31:3, 94:12
VIRTUAL [1] - 1:4
virtually [3] - 12:12, 89:23, 94:10
virus [1] - 55:6
visible [1] - 92:14
vision [4] - 17:5, 30:1, 35:8, 35:13
visit [1] - 31:12
vital [1] - 31:7
voice [3] - 80:17, 82:5, 94:2
volunteer [6] - 10:14, 40:15, 74:2, 78:16, 82:18, 93:5
volunteers [3] - 5:10, 10:11, 79:17
vote [23] - 53:20, 58:9, 58:25, 63:24, 64:5, 71:25, 72:4, 72:15, 80:22, 87:12, 87:17, 87:20, 88:5, 88:10, 88:17, 89:6, 89:7, 90:1, 90:6, 92:5, 92:13, 92:22, 94:3
vote-getters [1] - 87:20
voted [2] - 37:1, 81:3
votes [6] - 46:25, 61:3, 65:9, 67:10, 88:22
voting [13] - 64:23, 66:4, 67:6, 67:9, 67:11, 72:20, 87:18, 87:19, 88:7, 88:8, 88:9, 91:11, 91:23
VP [1] - 76:5
Vrain [1] - 50:19

W

wait [2] - 11:5, 72:1
walk [6] - 8:13, 11:6, 32:25, 33:1, 33:2
walkability [1] - 32:21
walkable [3] - 32:7, 32:16, 37:2

walkway [1] - 32:19
wants [2] - 42:24, 93:20
watch [2] - 22:20, 40:1
watching [1] - 21:8
ways [4] - 41:13, 86:10, 93:2, 93:6
wear [1] - 79:19
website [3] - 33:13, 34:23, 40:12
week [3] - 30:25, 40:24, 54:7
weeks [1] - 19:14
weighted [1] - 39:1
welcome [3] - 3:5, 85:13, 89:10
well-buttoned [1] - 86:25
West [1] - 50:25
western [1] - 80:18
Westminster [1] - 51:2
wet [1] - 36:17
Wheat [6] - 48:19, 51:4, 61:15, 64:12, 77:15, 77:19
White [2] - 80:5, 92:6
WHITE [2] - 53:13, 80:7
whole [4] - 16:6, 24:5, 27:12, 69:24
winning [1] - 16:5
wisdom [1] - 5:13
wish [2] - 14:22, 56:20
wonderful [1] - 3:16
word [3] - 41:12, 59:22, 60:6
worded [1] - 61:17
words [2] - 42:2, 60:8
workaround [1] - 60:11
workers * [1] - 11:24
works [2] - 14:3, 65:10
workshop [2] - 29:14, 54:6
World [15] - 21:2, 21:9, 21:18, 21:20, 22:3, 25:5, 27:4, 27:7, 32:18, 35:4, 35:6, 35:24, 42:20, 42:23, 75:21
world [5] - 6:19, 12:11, 37:7, 79:4
worn [1] - 79:3
worried [2] - 28:8, 29:5
wrap [1] - 19:24
Written [1] - 2:7
written [2] - 54:1, 54:25

wrongful ^[1] - 9:21
 www .
 DausterMurphy .
 com ^[1] - 1:24
 Wyoming ^[1] - 42:14

Y

year ^[57] - 4:13, 5:6,
 5:14, 8:19, 8:24,
 8:25, 10:5, 10:17,
 10:25, 11:1, 11:3,
 11:14, 12:3, 13:3,
 15:16, 16:2, 16:3,
 16:4, 16:11, 17:2,
 17:14, 18:19, 19:3,
 31:6, 55:4, 56:2,
 56:9, 57:24, 58:4,
 58:18, 60:14, 60:21,
 62:18, 62:19, 62:22,
 62:23, 62:24, 63:15,
 70:15, 74:9, 75:18,
 76:3, 78:9, 79:7,
 79:10, 79:11, 81:22,
 84:9, 84:14, 84:20,
 86:15, 86:16, 86:20,
 86:24, 94:11
 years ^[34] - 4:12, 4:16,
 5:25, 16:3, 18:11,
 22:1, 36:16, 37:23,
 44:12, 59:21, 60:1,
 60:5, 60:22, 62:21,
 63:11, 68:3, 73:15,
 74:8, 76:10, 77:10,
 78:10, 79:11, 80:2,
 81:6, 81:9, 82:18,
 83:14, 84:5, 85:18,
 86:7, 86:12, 86:14
 yesterday ^[4] - 30:12,
 30:14, 34:23, 69:5
 York ^[1] - 28:15
 young ^[4] - 17:10,
 18:20, 21:7, 22:19
 yourself ^[1] - 56:5
 Youth ^[1] - 49:2
 youth ^[6] - 6:14, 17:7,
 19:4, 43:7, 80:14,
 86:15

Z

zealously ^[1] - 73:17
 zero ^[1] - 67:18
 zone ^[2] - 29:3, 38:15
 Zone ^[1] - 37:9
 Zoom ^[3] - 1:8, 3:9,
 5:14

The logo of the Colorado Soccer Association is a shield-shaped emblem. At the top, a red banner contains a white soccer ball with radiating lines. Below this, a dark blue horizontal band features the word "COLORADO" in large, white, bold, sans-serif capital letters. Underneath the band, the words "SOCCER ASSOCIATION" are written in a smaller, yellow, italicized, sans-serif font. The bottom portion of the shield is red and depicts a white mountain range. In the center of the mountains, the text "EST. 1970" is written in white. Below the mountains, a yellow sun with a red center is partially visible.

Officer, Staff & Committee Reports

President Report

Every time we think we are going to get back to 'normal' the pandemic tells us that we should not get ahead of ourselves. With the onset of the pandemic, Colorado Soccer took steps to ensure that the organization would be prepared to move forward once we could get back on the fields. Steps taken have ensured that key personnel remained in place and that CSA remained financially strong.

But, as we all know, the impact of the virus was not just a short-term loss of a single season. We, as an organization, have much work to do as the pandemic [hopefully] abates. In particular, the impact on referee numbers and quality has been significant. It is not just Colorado, but nationally, and not just in soccer. The Referee Committee and the Board have discussed steps to try and increase the number of referees, from coaxing former referees back to recruiting new referees. Colorado is a recognized leader in this effort by other associations, but we cannot rest on our laurels. We will be looking to clubs to assist us in the efforts to further increase our numbers and quality of referees so that this will not be a problem in our efforts to deliver a quality game experience.

We also know our number of participants is down. This, too, is a national problem across all sports. CSA intends to lead the way with efforts to spread the word that soccer is back, that it is a great sport for our youth and to direct potential players to appropriate clubs and activities. Studies show that absence of sports and the social qualities which sports provide were and still are significantly impacting youth.

While adapting to the pandemic environment was clearly the major event of 2020 and 2021, other aspects of managing the concerns of CSA and its members were also ongoing. The Board of Directors have continued to address issues of risk management. CSA continues to assist and direct its members as to proper compliance with state and federal law. This includes, significantly, SafeSport issues. CSA intends to become a resource for clubs with issues, questions, and public relations concerns. In addition, CSA intends to actively develop our tiered club system. A part of this program is to assist clubs with non-profit compliance and other legal issues.

CSA has also taken initial steps toward planning for the future. CSA has preserved the Fort Logan parade ground as a soccer-only recreational area. Plans are being made to improve that playing fields and enhance the area to provide a useful facility for CSA events, such as referee training and ODP tryouts.

With the increasing density of population and the need for soccer fields, particularly matchappropriate fields, CSA intends to embark on a program to raise funds to assist members in ensuring and improving the quality of fields in Colorado.

Colorado also intends to submit a bid to host the USYS President's Cup, an event that will enhance Colorado's already stellar reputation. Speaking of events, we are anxiously awaiting word whether FIFA will select Colorado as a World Cup pool site in 2026.

There are problems, however, that we must address. Parents may not be willing to pay as much as before the pandemic for activities such as soccer, and 'events' like tournaments may receive heightened scrutiny as parents consider alternatives. In short, we as the promoters of soccer need to be forward thinking. We need to invest in recreational soccer to ensure a continuing number of participants in the game. We need to provide different soccer experiences for

the early teens who would otherwise drop out. We need to take steps to keep players engaged after high school or college. We need to educate the public about the game and promote it at all levels so that it can become the pre-eminent game in the United States. Colorado Soccer intends to be there, leading the way and helping its members in this goal.

Jeffrey Clay Ruebel
Colorado Soccer Association
President



Chief Executive Officer Report

I want to start by sending a huge thank you to the CSA staff for all the hard work they put into making these last two years a success. Throughout COVID, the staff managed to put all our programs together, needing to make many adjustments along the way, but they got the job done. As they say, you are only as strong as your supporting staff, and I feel they all sacrificed a lot to make it work. There will be some new additions to our staff, and once they are in place, notice will be sent out to all clubs.

At the regional level, Colorado and Utah lost only their spring season of 2020 due to COVID. The other states lost a full year, if not more. A huge thanks goes to my Advisory Committee: Candy Brooks, Aaron Nagel, David Thomas, Jared Spires, Jonni Thordsen and Mike Schrad. This group, along with CSA staff members, Esse Baharmast and Said Mossavian, met weekly, if not more often, to make sure our clubs stayed stable during COVID. They continued to stay up to date with State, Federal and CDC guidelines, while also requesting from the Governor a variance that helped get our players back on the fields. Although numbers were a bit low from COVID, everyone played a huge part to get the fall 2020 league and tournament season going.

After getting the leagues, tournaments, and cups back up and running, we soon realized that building the referee pool needed to be CSA's next priority. With the assistance of our referee committee, led by Deanna, CSA State Assignor, and Esse Baharmast, CSA Director of Referees, a program was created and presented to the CSA board. The CSA Board of Directors approved funding and other resources to allow this program to recruit and build referee numbers across the state. We also asked clubs to assist by creating their own referee development program and offering CSA assistance with the funding and resources if needed.

I am also very happy to announce that our TOPSoccer program, run by Cristi Thomas, was awarded a USYS grant to provide gear and product to build the TOPS program. Cristi is a volunteer and has built this program essentially from the bottom up. I was informed that her grant application was one of the best written that they had seen in a long time - good job Cristi!

My goal, as CEO, is to make sure we provide the best service to our members in every possible way. Each day I will challenge myself, as well my staff, to make improvements and to assist our clubs where and when needed. We are here to represent, advocate and promote all our member clubs. We want our members to feel they can come to us and rely on us. If you feel this is not happening, I ask for you to please reach out to me directly. It is important that we all work together for the betterment of growing the game we all love.

Nate Shotts
Colorado Soccer Association
Chief Executive Officer

Chief Operating Officer Report

Overall, 2021 was a large improvement over the prior year. Unlike 2020, no leagues nor cups were cancelled due to the COVID 19 pandemic. It was good for our staff to get back on track, and they did an excellent job at adjusting to any necessary changes. Keeping the health and safety of the players, coaches, spectators and referees in mind, the staff worked very hard at being flexible and they showed extreme dedication to completing each season and Cup successfully.

Spring 2021:

Unlike spring 2020, we managed to complete all league play with 1,567 teams. The Cups for each age group were also successful with 411 teams competing. This was twice as many teams as usually play in a single season.

Fall 2021:

Closer to a “normal” season, but with less league teams to manage. Presidents Cup, State Cup and the CSA/UC Health Cup seemed to pull in teams and players close to pre-pandemic numbers.

As usual, policies, rules and procedures continue to be reviewed after each season to ensure any necessary changes are made and our members’ needs are met.

As spring season 2022 is on the horizon, we hope for a year without a pandemic, but will be ready to meet any challenges that come our way.

Thank you,

Said Mossavian
Colorado Soccer Association
Chief Operating Officer



Director of Referee Report

It is with great pleasure and honor that I submit this report on behalf of our team with input from our SRA Neal Fausset, Deanna Duncan-Allen and the rest of our referee team that are the forces behind our success.

2021 was, in some ways, a continuation of many things we encountered in 2020 and yet it presented new challenges to overcome as we continued to adapt to the changing requirements and environments in our community. Our referee committee went through changes as well as our long-time State Director of Instruction, Denise Duran, resigned and we welcomed Scott McCaslin to the program.

In January, our referee workshops, held annually in conjunction with the CSA AGM, embraced the ability to bring large groups together through technology and went online via ZOOM. While we didn't know what to expect and things were not without a few glitches, over 150 referees participated during the four-hour webinar. The benefit of surprise guests from outside of USA to address our referees was a positive aspect of technology. Bibiana Steinhaus, the 1st woman referee to work in Bundesliga in Germany talked to our referees and answered many questions from segments of our attendees. These sessions kicked off a new year of embracing technology as we worked to prepare for a return to play.

The biggest challenge for our referee department was recovering from the severe drop in certified referees. As we returned to play throughout the year, there were not always enough referees to work the games. Recruiting new referees, convincing former referees to return to the fields and looking into innovative ways to solve the issues became a priority

Our referee numbers rebounded from a 2020 low of around 900 to ending the 2021 registration year with 1651 referees. Moving our certification courses to the US Soccer Learning Center, offering the in-person portion of the new referee course through the Zoom classroom portal as well as on-field when available helped to grow the program.

During 2021, we offered 85 First Time Grassroots Referee courses as both in-person zoom sessions and on-the-field sessions. And we continued to offer the 'online module' a free version of the laws of the game course that is part of the First Time Grassroots Referee course so interested individuals can learn more about the game while deciding if they want to become a referee. Almost 450 people became referees for the first time from January 1 to June 30, 2021, and over 500 certified between July 1 and December 31, 2021. There were over 30,000 games that we covered in 2021 between tournaments, leagues, adult and youth.

Continued marketing partnerships with our member clubs to recruit and train new referees has helped continue to grow the referee numbers and we expect to offer even more classes in 2022 through every technology means available.

A committee of representatives from member clubs was formed in Fall 2021 to help provide innovative ideas to continue to grow referee registrations and most importantly retain referees once they have been through the training.

As part of our continuing process to support referees, State Director of Instruction Scott McCaslin hosted weekly zoom meetings for new referees to discuss problems and situations they encountered on the field when working games. In addition, there were monthly continuing education sessions, open to everyone on topics important for referees. The monthly sessions averaged between 40-50 attendees.

Our game assignment team, led by Deanna Duncan-Allen, worked diligently to get referees on all the games in 2021 as everyone returned to play. The team faced incredible challenges in managing staffing for league games, tournaments, and other events throughout the year as programs returned to play in increasing numbers.

Once again, the spirit of cooperation, our resiliency and flexibility were in action on a daily basis throughout the season as we worked to create the best possible environment for our referees, players, coaches and fans. We are indebted to the administrators, coaches, players, assignors, referees, parents and fans for their patience, determination, and fortitude in helping make 2021 a success despite the challenges we faced.

Esse Baharmast
Colorado Soccer Association
Director of Referees



Director of Coaching Report

The following is a recap of 2021 and a prelude to 2022 for the programs under my guidance.

Coaching Education

The past year 2021 continued to be a challenging year for us all in the Colorado Soccer community due to the Covid-19 Pandemic. Coaching Education efforts continued to be difficult due to the fact that in-person meetings were restricted. US Soccer continued to offer Blended Learning, which offered a substitute for the classroom portion of courses but there were still the field sessions that were affected by Covid. CSA scheduled 40+ IP Modules in 2021 only to have a number of them cancelled due to low enrollment. Besides the fact that candidates did not want to put themselves at risk, clubs' financial support for their coaches was the first line item removed from the budget.

As the Director of Coaching much of my time was on webinars learning the new Blended Learning modules and how to offer them online. This entailed learning new changes to the curriculum, how to navigate different platforms, as well as different strategies in offering Blended Learning.

On a positive note, CSA was able to offer a C License Course in 2021. The course was offered to the max capacity of 36 candidates. CSA has also just learned that our application to host a C License Course in 2022 has been accepted. The reason these offerings are so exciting is that it makes the course more affordable for our eligible coaches by cutting out travel and hotel costs for a course in another location. Much thanks needs to go out to Greg Sumlin and CO United for the support of the course with use of their facilities for the in-person portion of the course.

2021 was also going to be the year in which we start to offer courses from the United Soccer Coaches (USC). The Pandemic for the same reasons already mentioned made it difficult to offer these courses but it is on the agenda for 2022 when USC staff is available to conduct the courses.

US Soccer has started up an initiative to add more Grass Roots Instructors. CSA will pursue efforts to get more qualified coaches into the Grass Roots Instructors License (GRIL) courses when they are offered again to increase the number of instructors who can teach the In Person (IP) Modules to coaches throughout the state. It is our hope to provide educated coaches for every player that plays the game within the state. That should be all our goal. I have identified around 20+ individuals with the required background and character who would serve as quality instructors.

With the talk of these coaching education options, CSA continues to need the support of our member clubs in promoting these opportunities to coaches. We need assistance in securing dates, facilities, and players for these courses. Coaching Education is the one action that will have the biggest impact on Colorado's Soccer community. It will have a positive influence on both the quantity and quality of soccer throughout the state. Thanks to those clubs that have made the efforts to support coaching education.

Colorado Select

The past 18 months saw some growth, change and success in Colorado Success. Ten teams travelled to Phoenix earlier this month with three of the ten teams advancing to the semi-finals. Those teams were the 2009 girls and the 2007 girls and boys age groups. The 2010 girls and boys will travel to Cal North for friendlies in February.

Colorado Select offers opportunities for elite players to train, compete, and be recognized. Colorado Select still is part of ODP but we hope it will offer more to those players who participate. Tryouts for 2022s year will be offered in the Spring. This is a change from tryouts being held in August. This change came about from dealing with Covid. These earlier tryouts will off the program the opportunity to utilize summer months for training and avoid months affected by winter weather. Teams will be able to use summer evenings at Ft Logan for trainings. Ft Logan has become the home for CO Select training and is a big asset to the program.

I was very pleased with the quality and commitment of the CO Select staff. Teams this past season have had more trainings than in past years and the shift in schedule will offer the same in future years. The West Region ODP Championships which were scheduled for January 2021 in Phoenix were cancelled however CSA hosted a West Region ODP camp in the summer to offer the West Region ODP programs some competition for their teams.

The CO Select Mountain Region program has been put on hold due to the Pandemic. CSA will review the program with hope of offering a program which will meet our talented players in the Mountain Region. However, a good number of talented players from the Mountain Region took part in CO Select in 2021.

CO Select's Future's and Winter Training were not offered in 2020 due to the Pandemic restrictions.

In Closing

As much as 2021 programing was still disrupted by Covid-19, I believe CSA was still able to offer soccer to our membership by taking responsible steps and keeping everyone safe.

2022 will hopefully let us offer a more normal schedule of education for coaches and training our talented players in CO Select.

Coaching education is the best avenue to grow the game in Colorado. Good coaches will create the right environment which will attract players and develop them to their potential. Well educated coaches will make the game fun and challenging and will set an example for players and their parents.

The CO Select Program will continue to offer dedicated, talented players throughout the state challenging training and competition to subsidize the development they are receiving within their club.

I look forward to 2022 with optimism and hope. We will reach out to coaches at all levels – grassroots to competitive in an effort to improve the level of soccer throughout the state and offer talented players an additional platform to grow.

Michael A. Freitag
Colorado Soccer Association
Director of Coaching

Adults Program Report

The CSA Adults Program began competitions in late March 2021 while complying with county guidelines for the COVID-19 pandemic. Due to COVID challenges and health and safety priorities, several games were cancelled and re-scheduled; however, the spring and fall seasons were completed.

The good news was that we had an influx of memberships and leagues participate. There were several tournaments throughout the year and our Super League continued to be the State's highest level competitive league.

CSA supported the following 2021 adult tournaments:

- Fred Ammer Vail Invitational Soccer Tournament
- International Heritage Cup Denver
- NORCO Soccer Tournament

CSA organized the following events in 2021:

- January – October - league and player registrations
- Spring and Fall Super League
- August – October - USASA Regionals

The following leagues participated in the spring- fall 2021 CSA Super League:

- North Colorado Soccer League
- Denver Kickers League
- Denver Metro Women's Soccer Club

Affiliated leagues for 2021 were as follows: Denver Metro Women's Soccer Club, Denver Kickers, High Country Soccer League, Northern Colorado Soccer League, La Liga Santa Fe, McAllen night Soccer Association, Super League, Colorado Futsal League

CSA congratulates team Harpos FC for their success on becoming the Super League Spring Champions and also to team FC Denver for their success on becoming the Super League Fall Champions. A special thanks to Denver Kickers Soccer Club for their support in allowing us to play the Super League Championships at the Kickers Club House.

Respectfully,

David Campos
Adult Representative

State Cup Report

Spring 2021 State Cup was a combination of Fall 2020 and Spring 2021 age groups. There were 151 teams registered 12U-19U Boys and Girls. Staff made the decision to combine the event in the Spring of 2021 based on making Fall 2020 league the priority as we started to return to play from COVID-19. The event started on March 6 and due to several weather cancellations, wrapped up on May 25.

12 Teams qualified and attended Far West Regionals on June 20-27, 2021, in Boise, Idaho. 6 teams advanced to semi-finals and 3 teams advanced to finals.

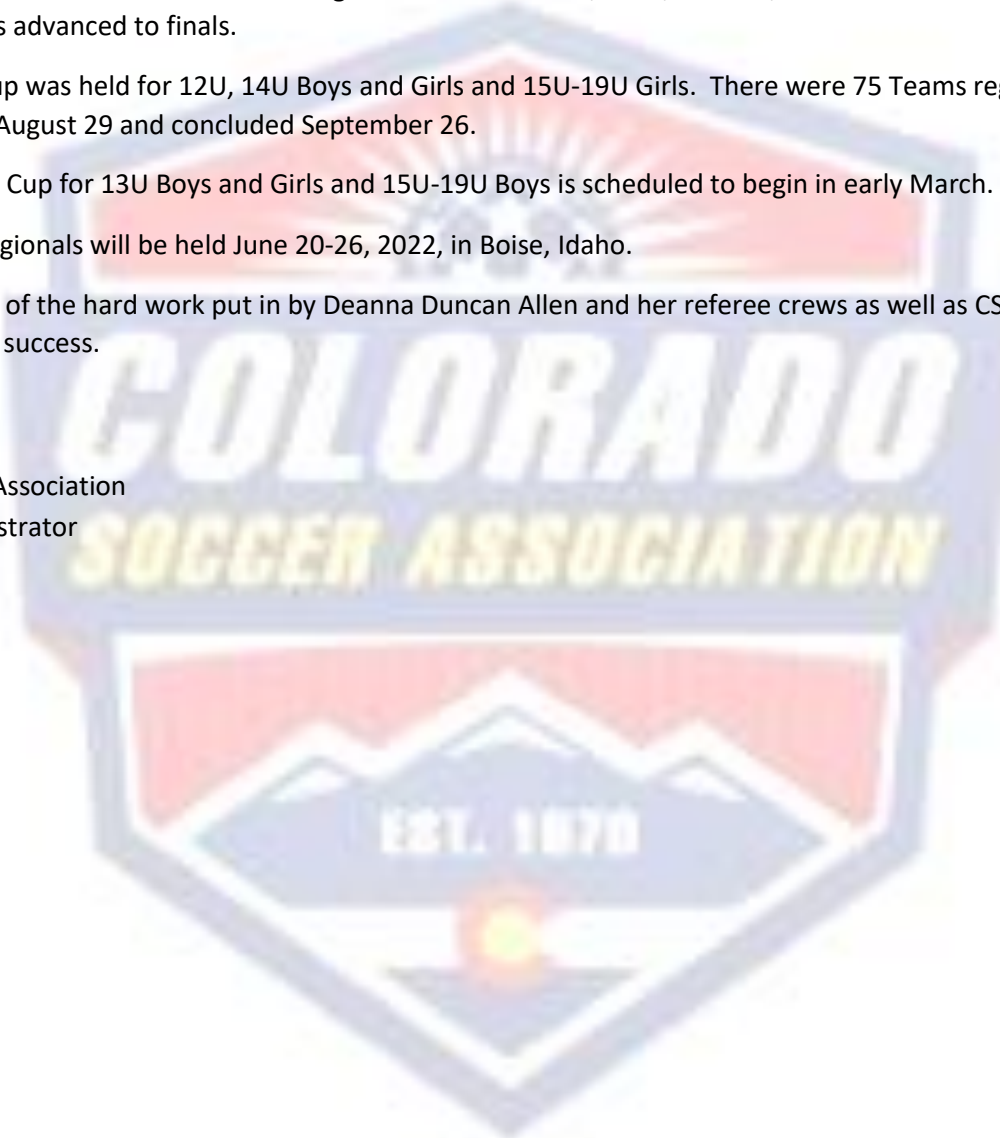
Fall 2021 State Cup was held for 12U, 14U Boys and Girls and 15U-19U Girls. There were 75 Teams registered. The event started on August 29 and concluded September 26.

Spring 2022 State Cup for 13U Boys and Girls and 15U-19U Boys is scheduled to begin in early March.

2022 Far West Regionals will be held June 20-26, 2022, in Boise, Idaho.

We appreciate all of the hard work put in by Deanna Duncan Allen and her referee crews as well as CSA Staff that helped make the event a success.

Sean Layfield
Colorado Soccer Association
State Cup Administrator



Presidents Cup Report

Presidents Cup is the first step towards reaching the title of National Presidents Cup Champion. Colorado Presidents Cup continued to grow with 234 teams participating across the 13U to 19U age groups for boys and girls. The 20/21 Colorado Presidents Cup was held in Spring 2021 due to COVID. Due to low field availability, we only held regional level age groups 13U-18/19U.

Twelve champion teams from age groups 13U-18/19U teams we sent to Salt Lake City, Utah in June to represent Colorado in the Far West Presidents Cup. Colorado had one team, the 13U Girls **Boulder County United 08G Academy Black** advance to Nationals in Des Moines, Iowa in July.

Colorado Presidents Cup

Spring 2021 (Boys 13U – 18/19U, Girls 13U – 18/19U)

- 234 teams entered in the cup

Far West Presidents Cup Performance

Boys 13U **Arsenal Colorado 08B Academy (Group 3-0-0)** – Eliminated in Semi-Finals CA-S Premier Soccer 08B-Blue.

Boys 14U **Boulder County United 07B Academy White (Group 0-3-0)** – Didn't advance from group play.

Boys 15U **Rush Pikes Peak Academy 06B (Group 1-0-2)** – Didn't Advance from group play.

Boys 16U **B-Elite Soccer - Colorado Springs Academy 05A (Group 0-3-0)** – Didn't advance from group play.

Boys 17U **Colorado Rapids South 04B Select (Group 0-2-1)** – Didn't advance from group play.

Boys 18/19U **CASA FC Thunders 2003 (Group 1-0-2)** – Eliminated in Semi-finals NV Downtown LVSC 03 Gold.

Girls 13U **Boulder County United 08G Academy Black (Group 3-0-0)** – Advanced to *Nationals* after beating CA-S Simi Valley 08G Select (2/1).

Girls 14U **Colorado Rapids South 07G Select (Group 1-1-1)** – Didn't advance from group play.

Girls 15U **Broomfield Blast SC 2006G Extreme (Group 3-0-0)** – Fell to UT League 30 Metasport FC 06G PT 2/1 in finals.

Girls 16U **Colorado Rush PSD 05 (Group 1-2-0)** – Didn't advance from group play.

Girls 17U **Grand Junction SC Fire FC Premier 04 Ashworth (Group 2-1-0)** – Eliminated in semi-finals UT Utah Avalanche **Black CV 04G**.

Girls 18/19U **Colorado Rapids 02G Select West** – Didn't attend Regionals

USYS National Presidents Cup Performance

Girls 13U **Boulder County United 08G Academy Black** went 0-2-1 in pool play and didn't advance from group play.

Respectfully,

Kristen Carlson

Colorado Soccer Association

Presidents Cup Administrator

2021 Recommendations by the CSA Field Grant Committee

The CSA Field Grant Committee met on Tuesday, November 2, 2021, using Zoom video conferencing. A motion was passed by a unanimous vote of the committee members present (Pete Barrett, Neil Duncan, Joshua Hollon, Joe LoRusso, Jay Rayner, Steve Siedow and Bruce Dickinson) recommending grants totaling \$88,100 for field projects to each of the organizations listed below, excluding a subsequent application from the Pueblo Rangers:

(1)	Littleton Soccer Club	\$80,000
(2)	Fort Collins Soccer Club dba Arsenal Colorado	\$4,000
(3)	Wheat Ridge Avalanche Soccer Club	\$2,100
(4)	Steamboat Soccer Club	\$2,000
(5)	Pueblo Rangers Soccer Club, Inc	\$5,000
	Total	\$93,100

The Pueblo Rangers application was approved unanimously after our committee meeting through multiple email communications. The committee's 2021 recommended field grants are summarized below:

(1) \$35,000 per field to construct two 120 x 75 yards synthetic turf fields on top of ProPlay shock and drainage pad underlayment plus an additional \$5,000 per field for Musco Total Control lights at Cornerstone Park (Bellevue and Windermere) in Littleton, CO. Littleton Soccer has a 10-year priority use agreement for these fields.

(2) \$4,000 enterprise grant (zero interest loan with repayments of \$160 per month for 25 months) to purchase two Pevo Castlite Supreme Series 8' x 24' goalposts costing \$4,104, before shipping expenses. This goalpost set is needed to replace two of the original steel goalposts at the Fort Collins Soccer Complex. Because the committee wants to emphasize that goalpost replacement is the responsibility of our member organizations, an enterprise grant is recommended requiring repayment rather than an outright grant.

(3) \$2,100 to reimburse this club for the August 2021 purchase of a pair of 9v9 goalposts (7x21 feet) along with wheel kits to move these goalposts at a cost of \$3,750, including freight. This equipment was purchased from Pevo Sports, CSA's recommended goalpost provider. Wheat Ridge Avalanche has recently expanded from 10 to 15 teams in the 9v9 age groups and this goalpost set is used for practices and games.

(4) \$2,000 to purchase six Helogoal PlayersProtect 2.6' x 3.9' mini soccer goalposts costing \$400 per goalpost, before shipping expenses. These goalposts are needed to serve new teams added in Craig and Southern Routt County primarily from the towns of Oak Creek, Phippsburg and Yampa.

(5) \$5,000 to partially fund an \$8,000 design and engineering study for a new field complex on 20 acres of club owned land, located approximately a mile and a half northwest of downtown Pueblo.

The CSA Field Grant Committee is proud of our collective recommendation and requests approval of these grants by CSA's Board of Directors. Grant applicants should understand that these recommendations can be changed and are not final until approved at the next CSA Board of Directors meeting scheduled for November 17, 2021.

The committee allocated grant money based on its priorities, in descending order of importance, which are: 1) construction of new outdoor fields used for games and practices, 2) repairs and improvements to existing outdoor fields used for practices and games, 3) field complex improvements limited to \$5,000 per field, 4) construction of indoor and outdoor futsal fields, 5) grants for field complex design and 6) for goalposts needed to expand club services. After CSA Board of Directors approval, letters will be written notifying the recipients that funds will be sent to their respective organizations conditioned upon:

- 1) Purchases of the services or physical assets required to complete the project described above, evidenced by actual invoices, must be submitted by 12/31/22.
- 2) If the fields are not owned by the soccer club, a long-term agreement must be obtained granting the club priority use (not exclusive use) of the fields for weekday practices and games on Saturday.
- 3) If CSA requests the use of a field partially funded with a grant, the club will allow use of the field by CSA.
- 4) Each club reconfirms that it has registered all its players with CSA.
- 5) Prior to disbursement, each club must be current on all obligations owed to the Colorado Soccer Association.

The current balance in the CSA Field Fund is \$338,309 prior to the CSA Board of Director approval of this year's field grants.

Bruce Dickinson
Chairman of CSA Field Grant Committee



Summary of Field Grants from CSA (1998-2021)

<u>ORGANIZATION</u>	<u>AMOUNT</u>	<u>PURPOSE</u>
Colorado Storm	\$298,620	Construction and improvements 13 grass fields + complex improvements (includes \$112,320*)
Ft. Collins Soccer	\$234,500	Construction and improvements 18 grass fields + complex improvements + goalposts (includes \$4,000*)
Pride Soccer	\$168,500	Construction and improvements for 4 turf fields + design grant + complex improvements
Arvada Soccer	\$158,980	Construction and turf replacement for 2 fields with lights + one grass field + complex improvements
Littleton Soccer	\$148,000	Construction of 5 turf fields, 2 with lights + complex improvements
Table Mountain Soccer	\$121,150	Construction of 6 turf/4 with lights+2 grass fields + design grant
Douglas County Soccer	\$115,200	Construction of 9 grass fields and 2 turf field with complex improvements + design grant
Riverside Soccer	\$65,000	Improvements to 11 full-size and 6 micro grass fields
Colorado Rush	\$51,000	Construction of 9 grass fields + design grant
United Soccer (Loveland)	\$49,600	Construction of 2 grass fields and improvements to 8 fields
Denver Kickers	\$42,500	Construction and improvements to 2 grass fields + 1 turf field + complex improvements (includes \$10,000)
Glenwood Springs Soccer	\$38,623	Construction of 1 grass field and improvements to 5 grass fields
Colorado Rapids Youth Soccer	\$30,000	Construction of 4 indoor turf futsal-size fields + complex improvements
Grand Mesa Soccer	\$26,854	Construction of 2 indoor futsal fields and complex improvements + design grant
Stingers Soccer	\$25,250	Construction of 3 grass fields
Canon City Youth Soccer	\$25,000	Construction of 4 grass fields
Steamboat Soccer	\$25,000	Construction of 2 grass fields + 1 indoor GymTurf 365 field + goalposts
Chaffee County Soccer(Salida)	\$24,337	Construction and improvements to 2 grass fields
Vail Valley Soccer	\$18,000	Construction of 5 grass fields + improvements to 3 grass fields
Rush Pikes Peak	\$18,000	Improvements to 3 grass fields
Hotchkiss Youth Soccer	\$17,500	Construction of 2 full-size and 3 micro grass fields
Roaring Fork Valley Soccer	\$17,000	Improvements to 7 grass field + goalposts
FC Colorado (Greeley)	\$12,600	Construction of 1 grass field
Rifle Soccer	\$11,000	Construction of 1 grass field and improvements to 2 grass fields
Silt Soccer	\$10,000	Construction of 2 grass fields
Surface Creek (Orchard City)	\$7,500	Construction of 3 grass fields
Aurora Soccer	\$7,500	Bond issue contribution reimbursement
Mountain Soccer	\$7,000	Construction of 1 grass field
Wheat Ridge Avalanche	\$6,600	Construction of 1 grass field + goalposts
F.C. Brighton	\$6,000	Improvements to 6 grass fields
Thunder Mt. (Clifton) Soccer	\$6,000	Improvements to 2 grass fields
High Country Soccer	\$6,000	Improvements to 1 grass field
Inter-Mountain (Fraser) Soccer	\$5,800	Improvements to 2 grass fields
Paonia Soccer	\$5,750	Construction of 6 grass fields
Trebol Soccer	\$5,500	Design grant
Pueblo Rangers Soccer	\$5,000	Design grant
Laramie Soccer	\$5,000	Complex improvement
Colorado Storm FC	\$4,250	Improvements for 3 grass fields
Durango Youth Soccer	\$4,000	Improvements to 3 grass fields
Montrose Soccer	\$2,190	Improvements to 5 grass fields
TOTAL	<u>\$1,836,304</u>	Partial funding to construct 117 fields (18 outdoor turf/86 grass/7 futsal or indoor turf), improvements to 107 fields, improvements to 9 field complexes and 6 design grants.

* Enterprise grant that must be repaid.

Bruce Dickinson
Chairman of CSA Field Grant Committee

2021 Recommendations by the CSA Foundation Grant Committee

The grant committee's priorities, in order of importance, are grants that 1) increase player registrations during the next year, 2) improve CSA member organizations and the services these clubs provide and 3) promote soccer to underserved communities. This year, the members of the CSA Foundation Grant Committee (Pete Barrett, Neil Duncan, Joseph LoRusso, Jay Rayner and Bruce Dickinson) met on Thursday, April 29 and voted unanimously to recommend the following grants:

<u>Max Grant</u>	<u>Purpose</u>
\$2,250	<u>West Elk Soccer</u> (Crested Butte) to reimburse 75% of the \$3,000 cost to acquire SportsEngine Elite software providing an integrated management system/website platform. The committee gave priority to grants for management systems/website software to assist CSA member organizations improve their services and communication.
\$2,000	<u>Steamboat Springs Soccer</u> to reimburse the club \$2,000 of the costs incurred to start a new U5-U10 soccer program in Yampa, Phippsburg and Oak Creek, CO during the spring 2021 season.
\$1,850	<u>CASA FC</u> to reimburse 75% of the \$2,445 to acquire LeagueApps software for an integrated management systems/website to improve customer service and communication.
\$1,400	<u>United Soccer</u> (Loveland) to pay the club \$40 for every new soccer referee certified in the club's recruitment program during the year ending June 30, 2022.
\$1,300	<u>Arsenal Colorado</u> to reimburse 80% of the costs to provide two United Soccer Coaches education courses (one 4v4 module and one combined 7v7/9v9 module) for its volunteer coaches.
\$1,100	<u>Bear Creek Soccer</u> to reimburse 80% of the costs for its volunteer coaches to attend Grassroots coaching education modules.
\$1,100	<u>Ouray County Soccer</u> to reimburse 80% of the costs for its volunteer coaches to attend Grassroots coaching education modules.
<u>\$11,000</u>	TOTAL MAXIMUM GRANTS

The grant request from Broomfield Soccer Club for a new program to provide soccer for 20 to 30 students at Centennial Elementary School in conjunction with the national Get Off The Bus program was declined, because the committee members believe this request should be addressed first by the CSA Board of Directors. The committee was concerned about a number of issues including, but not limited to, estimated costs, transportation liabilities, school and school district approvals and sustainability. By addressing these concerns and getting approval from the CSA Board of Directors, the Broomfield program could serve as the model for other Get On The Bus programs throughout Colorado.

The grant request from the Colorado Rapids Youth Soccer Club for additional marketing dollars for its Rapids One program was declined, because CSA Foundation grants are meant to provide one-time seed capital for improvements to a club's services.

The grant application from Pride Soccer to restructure a soccer program for the underserved community in SE Colorado Springs was withdrawn. Pride Soccer will apply instead for a grant from Innovate to Grow. Based on the criteria for Innovate to Grow grants, Broomfield Soccer Club might consider applying for one of these grants.

In order to measure the effectiveness of our grants, each club awarded a grant must provide a report before funds will be disbursed by CSA that detail exact expenses corresponding to their grant requests (invoices and other information are required to document these expenses). In addition, the report must describe the success of its program, what the club learned and what it would do differently to improve results in the future. The CSA Foundation is particularly interested in tracking new registrations generated from its marketing and/or outreach efforts. Additional conditions before funds can be drawn on these grants include, 1) the club must reconfirm that it has registered all its players with CSA and 2) the club must be current on all its obligations to CSA.

Finally, our committee has recommended changing the name from CSA Foundation Grants to CSA Club Improvement Grants, because the recommended name provides a better description of the purpose of these grants and because CSA does not have a foundation.

Bruce Dickinson
Chairman of CSA Foundation Grant Committee





Financial Reports

Colorado Soccer Association

**Financial Statements
June 30, 2021**

(With Independent Auditor's Report Thereon)

Kundinger, Corder & Engle, P.C.

Certified Public Accountants

Independent Auditor's Report

Board of Directors Colorado Soccer Association

Report on Financial Statements

We have audited the financial statements of Colorado Soccer Association (CSA), which comprise the statement of financial position as of June 30, 2021, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Board of Directors
Colorado Soccer Association**

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Colorado Soccer Association as of June 30, 2021, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Summarized Comparative Information

We have previously audited the Colorado Soccer Association's 2020 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated October 8, 2020. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2020, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Kundinger, Corder & Engle, P.C.

October 14, 2021

Colorado Soccer Association
Statement of Financial Position
June 30, 2021
(With Comparative Totals as of June 30, 2020)

Assets	2021	2020
Cash and cash equivalents	\$ 468,715	372,576
Accounts receivable	104,624	15,138
Deposits and prepaid expenses	17,403	19,841
Investments (note 3)	3,711,941	3,179,604
Refundable grants	-	13,449
Furniture and equipment	12,286	4,786
Total assets	\$ 4,314,969	3,605,394
Liabilities and Net Assets		
Accounts payable and accrued expenses	\$ 96,239	52,563
Unearned revenue (note 1(h))	65,269	86,911
Paycheck Protection Program loan (note 8)	180,918	205,700
Deferred rent	66,854	42,544
Total liabilities	409,280	387,718
Net assets		
Net assets without restrictions (note 4)		
Board designated	1,222,311	1,221,783
Undesignated	2,642,515	1,932,844
Total net assets without restrictions	3,864,826	3,154,627
Net assets with restrictions (note 5)	40,863	63,049
Total net assets	3,905,689	3,217,676
Commitments (notes 6 and 7)		
Total liabilities and net assets	\$ 4,314,969	3,605,394

See the accompanying notes to the financial statements.

Colorado Soccer Association
Statement of Activities
Year Ended June 30, 2021
(With Comparative Totals for 2020)

	Without Donor Restrictions	With Donor Restrictions	2021 Total	2020 Total
Revenue, Gains and Support				
Contributions (note 8)	\$ 221,047	-	221,047	27,748
Program revenue				
Colorado Select	193,648	-	193,648	499,676
Adult division	79,172	-	79,172	98,493
Registration	2,056,460	-	2,056,460	1,763,973
Coaching education	77,302	-	77,302	41,202
Riverside field rentals	28,225	-	28,225	47,405
Tournament revenue	439,384	-	439,384	384,621
Investment return	553,080	-	553,080	109,771
Miscellaneous income	78,710	-	78,710	97,063
Net assets released from restrictions (note 5)	22,186	(22,186)	-	-
Total revenue, gains and support	<u>3,749,214</u>	<u>(22,186)</u>	<u>3,727,028</u>	<u>3,069,952</u>
Expenses				
Program services				
Program expenses	1,802,921	-	1,802,921	1,765,644
Tournament expenses	180,007	-	180,007	244,168
Total program services	<u>1,982,928</u>	<u>-</u>	<u>1,982,928</u>	<u>2,009,812</u>
General and administrative	<u>1,056,087</u>	<u>-</u>	<u>1,056,087</u>	<u>1,338,137</u>
Total expenses	<u>3,039,015</u>	<u>-</u>	<u>3,039,015</u>	<u>3,347,949</u>
Change in net assets	710,199	(22,186)	688,013	(277,997)
Net assets, beginning of year	<u>3,154,627</u>	<u>63,049</u>	<u>3,217,676</u>	<u>3,495,673</u>
Net assets, end of year	<u>\$ 3,864,826</u>	<u>40,863</u>	<u>3,905,689</u>	<u>3,217,676</u>

See the accompanying notes to the financial statements.

Colorado Soccer Association
Statement of Functional Expenses
Year Ended June 30, 2021
(With Comparative Totals for 2020)

	Program	Tournaments	Total Program Services	General & adminis- trative	2021 Total	2020 Total
Compensation and related expenses	\$ 344,187	-	344,187	735,848	1,080,035	1,137,113
Referee fees	916,954	68,771	985,725	-	985,725	658,749
Riverside Field expenses	60,509	-	60,509	-	60,509	62,604
Insurance	165,628	-	165,628	70,868	236,496	328,022
National affiliates fees	118,598	-	118,598	-	118,598	117,761
Occupancy & facilities	35,799	55,196	90,995	119,081	210,076	202,463
Travel	45,518	22,467	67,985	1,808	69,793	316,305
Tournament and camps	470	-	470	-	470	28,617
Training	2,848	-	2,848	-	2,848	9,823
Miscellaneous	1,825	-	1,825	6,068	7,893	20,582
Professional development	25,398	-	25,398	737	26,135	30,332
Awards and volunteers	-	11,147	11,147	-	11,147	21,011
Professional fees	-	15,408	15,408	57,560	72,968	162,944
Telephone and internet	-	-	-	16,987	16,987	21,881
Equipment	14,214	4,241	18,455	3,557	22,012	19,249
Investment fees	-	-	-	35,931	35,931	39,915
Field grants	57,700	-	57,700	-	57,700	38,959
Supplies	13,273	2,777	16,050	5,746	21,796	58,093
Repairs and maintenance	-	-	-	1,896	1,896	73,526
Total expenses	\$ 1,802,921	180,007	1,982,928	1,056,087	3,039,015	3,347,949

See the accompanying notes to the financial statements.

Colorado Soccer Association
Statement of Cash Flows
Year Ended June 30, 2021
(With Comparative Totals for 2020)

	<u>2021</u>	<u>2020</u>
Cash flows from operating activities		
Contributions and sponsorships	\$ 15,347	27,748
Program revenue	2,413,165	2,490,835
Tournament revenue	439,384	384,621
Interest and dividends received	20,743	109,771
Other income (loss)	(10,776)	107,429
Cash paid to suppliers and employees	(2,968,591)	(3,345,224)
Net cash used in operating activities	<u>(90,728)</u>	<u>(224,820)</u>
Cash flows from investing activities		
Purchases of investments, net of sales	-	(27,573)
Payments received on refundable grants	13,449	69,222
Purchases of property and equipment	(7,500)	-
Net cash provided by investing activities	<u>5,949</u>	<u>41,649</u>
Cash flows from financing activities		
Proceeds from Paycheck Protection Program loan	180,918	205,700
Net cash provided by financing activities	<u>180,918</u>	<u>205,700</u>
Net increase in cash and cash equivalents	96,139	22,529
Cash and cash equivalents, beginning of year	<u>372,576</u>	<u>350,047</u>
Cash and cash equivalents, end of year	<u>\$ 468,715</u>	<u>372,576</u>

See the accompanying notes to the financial statements.

Colorado Soccer Association

Notes to Financial Statements

June 30, 2021

(1) Summary of Significant Accounting Policies

(a) Organization

Colorado Soccer Association (CSA) serves as organizer, promoter and sponsor of youth and adult soccer in Colorado. CSA is affiliated with the United States Youth Soccer Association, the United States Adult Soccer Association, the United States Soccer Federation, and the Federation Internationale de Football Association (FIFA).

(b) Basis of Accounting and Presentation

The accompanying financial statements have been prepared on the accrual basis of accounting and, accordingly, reflect all significant receivables, payables and other liabilities.

CSA is required to report information regarding its financial position and activities according to the following net asset classes:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of CSA. These net assets may be used at the discretion of CSA's management and the board of directors.

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of CSA or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

(c) Cash and Cash Equivalents

CSA considers all unrestricted highly liquid investments with an initial maturity of three months or less, and which are not held as part of an investment portfolio, to be cash equivalents.

(d) Concentrations of Credit Risk

Financial instruments that potentially subject CSA to concentrations of credit risk consist principally of cash and cash equivalents, and trade accounts receivable. CSA places its cash and cash equivalents with creditworthy, high-quality, financial institutions. At times, a portion of the funds are not insured by the FDIC or related entity. Because of the large number of customers, CSA does not believe that there is a significant credit risk from accounts receivable.

Colorado Soccer Association
Notes to Financial Statements, Continued

(1) Summary of Significant Accounting Policies, Continued

(e) Investments

Investments are recorded at cost, if purchased, or at fair value, if donated. Thereafter, investments are reported at their fair values in the statement of financial position. Fair value is more fully described in note 1(f). Management is responsible for the fair value measurement of investments reported in the financial statements and believes that the reported values are reasonable.

Investment return consists of CSA's distributive share of any interest, dividends, and capital gains and losses generated from investments. Gains and losses attributable to investments are realized and reported upon a sale or disposition of the investment. Unrealized gains and losses are included in the change in net assets in the statement of activities.

(f) Fair Value Measurements

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Generally accepted accounting principles in the U.S. establishes a fair value hierarchy that prioritizes investments based on the assumptions market participants would use when pricing an asset. The fair value hierarchy gives the highest priority to quoted prices in active markets (observable inputs) and the lowest priority to an entity's assumptions (unobservable inputs).

Assets are grouped at fair value in three levels based on the markets in which the assets and liabilities are traded and the reliability of the assumptions used to determine fair value. These levels are:

- Level 1 Unadjusted quoted market prices for identical assets or liabilities in active markets as of the measurement date.
- Level 2 Inputs other than quoted market prices that are observable for the asset/liability, either directly or indirectly.
- Level 3 Unobservable inputs that cannot be corroborated by observable market data.

Investments in marketable equity and fixed income securities with readily determinable market values are reported at fair value based on quoted prices in active markets. At June 30, 2021, all of CSA's investments are in marketable securities with readily determinable market values.

Colorado Soccer Association

Notes to Financial Statements, Continued

(1) Summary of Significant Accounting Policies, Continued

(g) Furniture and Equipment

Furniture and equipment is recorded at cost, if purchased, or at fair market value at the date of donation. CSA capitalizes all expenditures for furniture and equipment in excess of \$5,000 with an estimated useful life in excess of one year. Depreciation is calculated using the straight-line method over estimated useful lives of the assets, ranging from three to five years.

(h) Revenue Recognition

Program and Tournament Revenue

Program and tournament revenue received in advance is deferred and recognized when the activity to which it relates occurs. Unearned revenue at June 30, 2021 consists of \$65,269 in fees for camps, leagues, and tournaments to be held in the following year.

Program revenue consists of the following:

Colorado Select – An expanded version of the Olympic Development Program, Colorado Select offers development and next-level identification opportunities to elite players and those who want to become elite. Colorado Select is available to all players and will offer a year-round supplemental training and development program to selected pool players in addition to international and domestic showcase opportunities for identification at the college, professional and youth national team level. Revenue is recognized when the training is offered.

Adult division – CSA is affiliated with and sanctioned by US Adult Soccer Association, which operates as part of the US Soccer Federation. The US Soccer Federation oversees youth, adult, amateur and professional soccer players in the United States and is sanctioned by FIFA, the world governing body of soccer. Adult leagues and cups are managed by CSA and revenue is recognized at the beginning of each season.

Registration – All CSA member clubs, including adult leagues, register their players and pay a player registration fee, a team fee and a fee to cover referee expenses. CSA remits \$1 for each registered youth player to USSF and \$2.25 per player to US Youth Soccer. Team registration fees are determined by age and league placement. Team fees range from \$150 - \$795. Registration revenue is recognized at the beginning of each season.

Coaching education – Coaches pay fees associated with coaching educational courses. These fees are recognized in the period in which the session is held.

Riverside field rentals – Per an agreement with Riverside Soccer Club, CSA maintains the soccer fields at Fort Logan soccer complex. Clubs and outside organizations pay a per hour rental fee, which is recognized in the period the fields are used.

Colorado Soccer Association

Notes to Financial Statements, Continued

(1) Summary of Significant Accounting Policies, Continued

(h) Revenue Recognition, Continued

Tournament revenue – Each year, multiple tournaments are held to determine which teams advance to regional competitions. The largest of these are State Cup and Presidents Cup. Revenue is recognized in the season the tournament is held. In addition, member clubs pay an annual fee in order to hold CSA sanctioned tournaments across Colorado.

Accounts receivable represent amounts due resulting from the performance of services provided to other organizations and individuals. The allowance for doubtful accounts is based on past experience and on analysis of the collectability of current accounts receivable. Accounts deemed uncollectible are charged to the allowance in the year they are deemed uncollectible. Accounts receivable are considered to be past due based on contractual terms.

Contributions

Contributions are recognized when cash, securities, and unconditional promises to give are received. Conditional promises to give, that is, those with a measurable performance or other barrier, and a right of return, are not recognized until the conditions on which they depend are substantially met. Payments received in advance of conditions being met are recorded as a refundable advance. There were no conditional grants at June 30, 2021.

Contributions received are recorded as net assets without donor restrictions or net assets with donor restrictions, depending on the existence and/or nature of any donor-imposed restrictions. Contributions that are restricted by the donor are reported as an increase in net assets with donor restrictions, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions. Contributions receivable are recorded at net realizable value if expected to be collected in one year and at fair value if expected to be collected in more than one year. CSA uses the allowance method to determine uncollectable contributions receivable. The allowance is based on past collection experience and management's analysis of specific promises made. There were no contributions receivable at June 30, 2021.

(i) Deferred Rent

CSA recognizes rent expense on the straight-line basis. Deferred rent represents the unamortized portion of free rent received in conjunction with CSA's office lease. CSA amortizes deferred rent over the life of the lease.

Colorado Soccer Association

Notes to Financial Statements, Continued

(1) Summary of Significant Accounting Policies, Continued

(j) Donated Services and Materials

A substantial number of unpaid volunteers have made significant contributions of their time to assist CSA in achieving its goals and in supporting various program activities. The value of this contributed time is not reflected in these statements since it does not meet the accounting criteria for recognition.

(k) Functional Allocation of Expenses

The costs of providing program and supporting services have been summarized on a functional basis in the accompanying statement of functional expenses. CSA incurs expenses that directly related to, and can be assigned to, a specific program or supporting activity. CSA also conducts a number of activities which benefit both its program objectives as well as supporting services (i.e. general and administrative activities). These costs, which are not specifically attributable to a specific program or supporting activity, are allocated by management on a consistent basis among program and supporting services benefited, based on either financial or nonfinancial data, such as headcount, square-footage, or estimates of time and effort incurred by personnel.

(l) Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

(m) Income Taxes

CSA is exempt from income taxes under Internal Revenue Code Section 501(c)(3) and qualifies for the charitable contribution deduction. However, income from activities not directly related to CSA's tax exempt purpose is subject to taxation as unrelated business income. For the year ended June 30, 2021, CSA had no unrelated business income.

Management is required to evaluate tax positions taken and recognize a tax liability (or asset) if CSA has taken an uncertain tax position that more likely than not would not be sustained upon examination by taxing authorities. Management has analyzed the tax positions taken or expected to be taken that would require recognition of a liability (or asset) or disclosure in the financial statements and determined there are none. CSA is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress. Management believes it is no longer subject to income tax examinations for years prior to 2018.

Colorado Soccer Association

Notes to Financial Statements, Continued

(1) Summary of Significant Accounting Policies, Continued

(n) Subsequent Events

CSA has evaluated subsequent events through October 14, 2021, the date the financial statements were available to be issued.

(2) Availability and Liquidity of Financial Assets

The following represents CSA's financial assets as of June 30, 2021, and that are available for general expenditures within one year:

Financial assets available to fund general operations	
Cash and cash equivalents	\$ 468,715
Accounts receivable	104,624
Investments	<u>3,711,941</u>
Total financial assets	4,285,280
Less financial assets subject to designation or restriction	
Board designated for expenditure	1,222,311
Donor restricted for expenditure	<u>40,863</u>
Total restricted funds	<u>(1,263,174)</u>
Total financial assets available for expenditure within one year	\$ <u>3,022,106</u>

General expenditures include program and administrative expenses incurred in the conduct of ongoing activities. CSA's activities are sustained primarily through program and tournament revenue. CSA anticipates collecting sufficient revenue to cover general expenditures not covered by the above current financial assets through annual program and tournament revenue, unless 2022 operations are negatively impacted by the pandemic. In that case, management has plans in place to reduce expenses and may also draw on board designated funds with board approval.

CSA maintains an operational fund to provide sufficient cash to meet the day-to-day financial obligations of CSA in a timely manner. The operational fund is maintained in an amount anticipated to cover CSA operating expenses for the following eighteen months. CSA also maintains a short-term reserve fund to meet expenses of unanticipated activities, a long-term reserve fund to provide secure long-term funding for the mission of CSA, and a strategic fund for special projects and initiatives.

CSA considers donor restricted contributions for on-going programs to be available for expenditure, provided they are available for expenditure within the next twelve months.

Colorado Soccer Association

Notes to Financial Statements, Continued

(3) Investments

Investments are stated at fair value and consist of the following at June 30, 2021:

Certificates of deposit	\$ 104,823
Mutual funds	
Equity	1,810,224
Fixed income	843,850
Cash and money market accounts	<u>953,044</u>
Total investments	\$ <u>3,711,941</u>

(4) Net Assets without Donor Restrictions

CSA's board of directors has designated a portion of its net assets without restrictions for the following purposes at June 30, 2021:

Designated for CSA grant committee	\$ 1,032,035
Designated for field development	155,300
Designated for referee fund	<u>34,976</u>
Total board designated net assets	\$ <u>1,222,311</u>

The assets designated by the board of directors for the CSA grant committee are to fund grants that 1) improve CSA member organizations through programs such as strategic planning and coach, player, and parent and referee education, 2) increase CSA player registrations and 3) promote soccer to underserved communities. CSA is required by board policy to maintain a minimum balance of \$1,000,000 in the fund. The board approves grants in amounts up to a portion of the investment earnings on the assets in the fund, but actual distributions are contingent upon applicants incurring qualifying expenditures within the grant period. The grant period is one year. At June 30, 2021, the board has approved future distributions from this fund totaling \$11,000.

The assets designated by the board of directors for field grants represent amounts approved for the purpose of field acquisition and improvements, contingent upon grantees incurring qualifying field development expenses within the two-year grant period. Distributions from the fund during 2021 totaled \$39,400. The board has approved conditional field grants totaling \$87,000 at June 30, 2021.

The assets designated by the board of directors for the referee fund represent amounts approved to support referee activities that the Colorado Referee Committee oversees. There were no approved distributions from these funds during the year ended June 30, 2021.

Colorado Soccer Association

Notes to Financial Statements, Continued

(5) Net Assets with Donor Restrictions

Net assets with donor restrictions consist of the following at June 30, 2021:

U.S Soccer Federation Grassroots Grant	\$ 19,149
Select Program travel grant	15,000
Allan James Scholarship Fund	<u>6,714</u>
Total net assets with donor restrictions	\$ <u>40,863</u>

Net assets totaling \$22,186 were released from restrictions during the year ended June 30, 2021 due to the satisfaction of donor restrictions.

(6) Employee Benefit Plans

CSA sponsors a 401(k) plan, Colorado Soccer Association 401(k) Profit Sharing Plan and Trust (the Plan). Employees are eligible to participate after completing one year of service and will be 100% vested at time of participation. CSA's annual contribution to the Plan is entirely discretionary and is determined annually by the Board of Directors. Employer contributions in 2021 totaled \$34,634.

(7) Leases

CSA entered into a non-cancelable operating lease for office space which expires July 31, 2023. Future minimum lease payments are as follows for the years ended June 30:

2022	\$ 113,870
2023	115,913
2024	<u>9,674</u>
	\$ <u>239,457</u>

Rent expense was \$119,081 for the year ended June 30, 2021.

(8) Paycheck Protection Program Loans

During fiscal years 2020 and 2021, CSA received loans under the U.S. Small Business Administration's (SBA) Paycheck Protection Program (PPP) in the amounts of \$205,700 and \$180,918, respectively. The loans are eligible for partial or full forgiveness if certain eligibility requirements are met. During 2021, CSA met the requirements and received full forgiveness of the 2020 loan. Accordingly, the entire amount of \$205,700 is recognized as contribution revenue in the accompanying statement of activities. The loan received in 2021 is reported as a liability in the accompanying statement of financial position, pending full or partial forgiveness by the SBA.

The logo of the Colorado Soccer Association is a shield-shaped emblem. At the top, a red banner contains a white soccer ball with radiating lines. Below this, a dark blue horizontal band features the word "COLORADO" in large, white, bold, italicized capital letters, and "SOCCER ASSOCIATION" in smaller, yellow, italicized capital letters below it. The bottom section of the shield is red and contains a white outline of a mountain range. In the center of the mountains, the text "EST. 1970" is written in white. Below the mountains, a yellow sun with rays is visible.

Proposed Amendments of Bylaws

Proposed Bylaw Amendment

X. CENSURE, SUSPENSION OR REMOVAL OF A MEMBER

A. Any Voting Member, nonvoting member, or associate member may be censured, suspended, or removed from the Association by a two-thirds vote of the entire Board of Directors, ~~for cause, after a proper hearing. The member has the right to appeal to the USSF if the Board determines that:~~

~~B. Upon a two-thirds vote of a quorum of the Voting Members at any annual or regular meeting or any special meeting held for that purpose recommending that any Voting Member, affiliate, or associate member be censured, suspended, or removed from the Association for any reason, the Board of Directors shall promptly, after proper notice and an opportunity for such member to be heard, take such action as may be appropriate on the matter. The member shall have the right to appeal any adverse board action, but not any action by the Voting Members.~~

~~C. A nonvoting member or associate member may be censured, suspended, or removed by the Disciplinary Committee or the Board of Directors of the Association, for cause, after a proper hearing. A nonvoting member or associate member has the right to appeal to the extent provided in the governing document.~~

~~D.~~

- ~~1. The conduct of the member is averse to the best interest of soccer or the Colorado Soccer Association; or~~
- ~~2. The member has not complied with the requirements of its membership in Colorado Soccer Association; or~~

~~1-3.~~ An Organization Member failing to pay any fees due the Association may be provided notice of the delinquency. If those fees are not paid within 30 days after the date specified in the notice of delinquency, the delinquent Organization Member may be suspended from membership in the Association. Unless otherwise provided ~~by the Board of Directors~~, the membership of an Organization Member shall be terminated automatically if the Organization Member has failed to pay those fees for a period of 45 days after the date specified in the notice of delinquency.

~~E. Association may impose disciplinary sanctions, require corrective action, suspend, fine, or terminate (or any combination thereof) the membership of any Organization Member if the Board determines, in its sole discretion, that (1) the conduct of the Organization Member is contrary to the best interests of soccer or the Association, or (2) the Organization Member has not complied with the requirements of its membership in the Association.~~ B. The Board of Directors may act under this Article immediately if the conduct of the member is determined to be unethical, immoral, illegal or a violation of the Code of Conduct. This immediate action must be followed by a hearing within 30 days. The members must have a reasonable opportunity to present evidence in support of the member's position.

C. Except for a determination as provided for in Section X.B., the Board of Directors may act only after a hearing. The member must receive reasonable notice of the time and place of the hearing and have a reasonable opportunity to present evidence in support of the member's position.

D. A suspension or other disciplinary action imposed by CSA in accordance with these Bylaws shall be recognized by all members of CSA on notification by CSA.

E. The member shall have the right to appeal any adverse Board action to the general membership. The decision of the Board can be reversed by the general membership upon a vote of fifty-one percent of the total eligible votes of the general membership. Each member shall have one vote.

Proposed Bylaw Amendment - Clean

X. CENSURE, SUSPENSION OR REMOVAL OF A MEMBER

A. Any Voting Member, nonvoting member, or associate member may be censured, suspended, or removed from the Association by a two-thirds vote of the entire Board of Directors, if the Board determines that:

1. The conduct of the member is averse to the best interest of soccer or the Colorado Soccer Association; or
2. The member has not complied with the requirements of its membership in Colorado Soccer Association; or
3. An Organization Member failing to pay any fees due the Association may be provided notice of the delinquency. If those fees are not paid within 30 days after the date specified in the notice of delinquency, the delinquent Organization Member may be suspended from membership in the Association. Unless otherwise provided, the membership of an Organization Member shall be terminated automatically if the Organization Member has failed to pay those fees for a period of 45 days after the date specified in the notice of delinquency.

B. The Board of Directors may act under this Article immediately if the conduct of the member is determined to be unethical, immoral, illegal or a violation of the Code of Conduct. This immediate action must be followed by a hearing within 30 days. The members must have a reasonable opportunity to present evidence in support of the member's position.

C. Except for a determination as provided for in Section X.B., the Board of Directors may act only after a hearing. The member must receive reasonable notice of the time and place of the hearing and have a reasonable opportunity to present evidence in support of the member's position.

D. A suspension or other disciplinary action imposed by CSA in accordance with these Bylaws shall be recognized by all members of CSA on notification by CSA.

E. The member shall have the right to appeal any adverse Board action to the general membership. The decision of the Board can be reversed by the general membership upon a vote of fifty-one percent of the total eligible votes of the general membership. Each member shall have one vote

The logo of the Colorado Soccer Association is a shield-shaped emblem. At the top, a red banner contains a white soccer ball with radiating lines. Below this, a dark blue horizontal band features the word "COLORADO" in large, white, bold, sans-serif capital letters. Underneath the blue band, the words "SOCCER ASSOCIATION" are written in a smaller, yellow, sans-serif font. The bottom portion of the shield is red and contains a white outline of a mountain range. In the center of the mountain range, the text "EST. 1970" is written in white. Below the mountains, a small yellow and orange sun is depicted.

Elections of Officers and Directors



Colorado Soccer Association 2021 Nominating Committee – Candidate Review

The Nominating Committee recommendations are based on bylaws of the organization as of January 2021. Nominations may also be made from the floor. Candidates nominated from the floor will be asked to provide a brief history/resume to the attendees for their consideration.

Candidate Name	Current CSA BOD Position	Club Affiliation	Nominating Committee Recommendation?
Caleb Meyer	Treasurer	CO Rapids Youth	Yes
Candace Brooks	Director	Pride	Yes
Joseph LoRusso	Director	Unaffiliated	Yes
Marley Wilson	Director	Unaffiliated	Yes
Katherine Kust	Director	Unaffiliated	Yes
Jonni Thordsen	N/A	Skyline - Executive Director	Yes
Cliff Enten	N/A	CO Ice - President	Yes
Andrew Kummer	N/A	CO Rapids Youth	Yes
Jim Gerson	N/A	CO Rapids Youth	Yes

All Board members are required to complete a Conflict-of-Interest Statement and submit to a current background check.

CSA Bylaws state that there shall be no more than two (2) Directors affiliated with the same voting member:

Affiliations of current board members not up for election:

Board Members Not Up for Election in 2021		
Name	Current CSA BOD Position	Club Affiliation
Jeff Ruebel	President	Unaffiliated
Aldo DelPiccolo	Vice-President	Wheat Ridge
Adam Hayes	Secretary	Unaffiliated
Stephen White	Director	CO Mountain United
Temi Osifodunrin	Director	GAM United
Mike Schrad	Director	Broomfield