



MINUTES – MEETING OF THE USA CRICKET BOARD OF DIRECTORS

By Video-Conference – December 17th, 2020

Attendance

USA Cricket Board Directors

Paraag Marathe, Chair, Independent Director (PM), Avinash Gaje, Treasurer, Individual Director (AG), Venu Pisike, Individual Director (VP), Suraj Viswanathan, Secretary, Individual Director (SV), Catherine Carlson, Independent Director (CC), Rohan Sajdeh, Independent Director (RS), Srinivas Salvar, Player Director (SS), Sushil Nadkarni, League Director (SN), Ajith Bhaskar, Club Director (AB)

Others

Iain Higgins, CEO (IH)

Apologies

Nadia Gruny, Player Director (NG)

1. Welcome (PM)

PM opened the meeting and thanked everyone for their attendance, time and effort during the last several months.

2. Minutes of previous meetings (SV)

The minutes from each of the September 24th, November 25th and December 8th meetings were unanimously approved as true and accurate records of those meetings.

3. Actions arising from previous minutes (IH)

IH advised that all actionable items from previous meetings had been completed or would be covered during the course of the meeting except for the following, arising from the September 24th meeting:

- It had been agreed that there would be a discussion with ACE to move forward with a joint full-time promotional/marketing hire. IH explained that this specific recruitment had not yet been completed. He also highlighted that there would be two additional USAC headcounts in the 2021 budget.
- It had been recommended that there should be a note/infographic that describes to the community how the USAC/ACE relationship works and why it is beneficial to the development of the sport in the USA. IH explained that this was not yet complete because it required the Long Form Agreement to be concluded.

- It had been agreed that the Board representative on the Minor League Governing Council for 2021 would be considered again. IH explained that this remained outstanding and would be considered by the ACE Relations Committee at its next meeting.

4. CEO quarterly report (IH)

- **Report on activities since last meeting**

The Board noted that much of the first three quarters of the year had been spent on: (i) managing the impact of COVID; (ii) restructuring the governance model; and (iii) various structural, research and planning efforts, but that Q4 had seen an increase in operational activities and some significant announcements, and that it appeared to be settling into an effective working structure with everybody contributing well.

IH presented his quarterly report, drawing the Board's attention to the following activities in particular:

INCREASE PARTICIPATION:

- The first ever USA Cricket Umpires Pathway and Program had been launched and six volunteer umpire coordinators appointed.
- A consultant had been appointed to assist in the design, marketing and commercialization of a USA Cricket Entry Level Program for roll-out in schools and communities.

IMPROVE PERFORMANCE:

- The recruitment process for Men's and Women's Youth Coaches had been completed, and the Men's Youth National Selection Panel and six Zonal Selection Panels had been appointed.
- The first ever USAC Anti-Doping Code and Regulations Governing the Approval of Domestic Cricket had been published.
- USAC had successfully been awarded the hosting rights to both the ICC's Women's T20 World Cup Regional Qualifier and Men's U-19 World Cup Regional Qualifier in 2021.
- Men's and Men's Youth Zonal trials had been held in 11 of 14 planned locations across 22 full days of cricket, with 600 participants.
- Women & Girls Talent IDs had been held in 4 locations across 5 full days of cricket, with 100 participants

OPERATE SUSTAINABLY:

- USAC had completed and filed Form 990 (2019 Tax Return).
- USAC had commenced a commercial rights audit, valuation and development of sales strategy.

- Due to reduced revenues and expenses in 2020 as a result of COVID, the forecasted closing working capital position at the end of the 2020 financial year is \$1.203M (compared to the Board approved budget which anticipated a \$150K deficit). This significant improvement provides the opportunity for USAC to invest in a targeted and sustainable manner in 2021.

BUILD TRUST IN THE COMMUNITY:

- The motion to dismiss the claim brought by Dainty/Dodson against ICC in respect of USACA's expulsion was successful and legitimizes basis upon which USAC was established.
- There had been a full media launch of the finalized USA Cricket Foundational Plan.

INCREASED ENGAGEMENT:

- Support had been provided to ACE in respect of the following two significant landmark achievements (and the media campaign to launch them, which had received significant traction around the globe):
 - Major League venue at Grand Prairie, Texas
 - Kolkata Knight Riders as investors in MLC
- Discussions had taken place with the ICC, USOC and LA Olympic Games 2028 to explore the possibility of cricket in the 2028 Games and USAC membership of USOC. PM explained that he was optimistic of the opportunity that USAC would have to spearhead that campaign.

• **Challenges**

IH noted the recent challenges the Board had faced in respect of the recent Member Resolution, but that those issues appeared to have been resolved and USAC could move forward positively.

IH explained that the biggest challenge over the past quarter had been the design, build and testing of the new USA Cricket Membership Portal, which had suffered from some delay. This delay was unfortunate, but primarily due to technology challenges and bereavements of close family members of key staff (including IH) during this period.

He explained that, in hindsight, there appeared to have been a misalignment as to Funngage's proposition and its ability to deliver exactly what was needed for the membership part of the portal. In the end, that has required a custom-build, which has involved many hours of time invested over the past few weeks, but he was now optimistic that it could be launched in early January.

RS requested that considerable focus and diligence remains on this project because of the credibility risks around non-delivery.

• **Other matters**

IH made a presentation to the Board (attached at [Appendix A](#)) reflecting on the full year and highlighting the key achievements and progress made during 2020. Across the five strategic objectives, he highlighted that a strong focus was needed in 2021 to 'Build Trust in the Community'.

RS suggested that in future quarterly reports there should be an informal scoring progress against the strategic objectives in order to make sure that the Board is addressing areas of weakness and ensuring accountable for progress across all areas.

SV reminded IH of the need for a 'cheat sheet' for directors to be able to communicate consistently in the community.

SN advised that during his recent campaign for election to the ICC Board, many country representatives had complimented USA Cricket on the progress that it had been making over the past few months.

5. Cricket Committee - update (SN)

The Board noted the detailed report from the Chair of the Cricket Committee ('**CC**') on its meetings of October 6th, November 12th and December 15th, as follows:

- **Zonal Trials/National Championships – Update**

The Board noted the updates in respect of the proposed Men's Senior Zonal Trials, Men's Junior Zonal Trials and remaining Women & Girls Talent IDs, including in respect of locations, dates, formats, selection processes, operational planning and COVID protocols.

The Board was reminded of its previous decision not to stage the 2020 National Championships due to COVID, but noted that the CC was hoping to stage: (i) the Men's U19 National Championships in April 2021 to give as much time as possible for an U19 squad to be selected and prepared adequately for the ICC Regional Qualifiers in August; and (ii) the Men's and Women's National Championships after that.

- **Regulations for the Approval of Domestic Cricket**

The Board noted that CC had approved the final draft of Regulations for Approval of Domestic Cricket. The Effective Date has been confirmed as December 1st, 2020 and the Transitional Period (during which time no punitive action will be taken for inadvertent non-compliance) is for 6 months, i.e. until June 1st, 2021.

The Board noted that a USAC disciplinary process needs to be developed prior to the expiry of the Transitional Period to deal with issues arising.

- **USA Cricket Anti-Doping Code**

The Board noted that CC had approved the final draft of the USA Cricket Anti-Doping Code, and that there were plans to: (a) develop and circulate education, guidelines and resources across domestic cricket in 2021; and (b) make arrangements to provide education to the national squads (on both doping and corruption risks and responsibilities) during the remainder of 2020.

- **Zonal Training and Coaching Structure**

The Board noted the proposed plans for Zonal and National training groups and the proposed Zonal coaching coordinators, Zonal training hubs and coaches, and an overview of how a Zonal hub training program would operate.

- **High Performance Plan**

The Board noted that the finalization of the High-Performance Plan had been delayed, but that it remained a work-in-progress.

- **2021 Playing Calendar**

The Board noted that a comprehensive cricketing calendar for Men, Women and Youth in 2021 had been developed and that it continued to be amended as the domestic and international plans are finalized alongside accompanying budgets.

6. Development Committee – update (VP)

The Board noted the detailed report from the Chair of the Development Committee ('DevCom') on its meetings of October 13th and 20th and December 8th:

- **USA Cricket Umpires Program and Pathway**

The Board noted that DevCom had approved a final version of the USAC Umpires Program and Pathway, which included:

- A formal registration and categorization process.
- A description of each aspect of the pathway, including the various Levels on that pathway, the detail of the courses, entry requirements, certification and recertification plans, benefits and related umpiring opportunities, professional development opportunities, performance monitoring and evaluation programs and a related match appointment process.
- The creation of a USA Cricket Development Panel and a USA Cricket Elite Panel.
- An overall implementation plan, including planned resourcing, timeline and costs.

The Board also noted that DevCom had appointed six Volunteer Umpire Coordinators, one for each Zone, each reporting to the Development Manager.

The Board noted that: (i) 137 individuals have subsequently expressed interest in being a part of the program, to go with the additional 100 who were identified through a similar process at the start of 2020; and (ii) the Level one course content and exam format is very nearly finalized.

- **Development of a USA Cricket Entry Level program for schools/communities**

The Board noted that DevCom had agreed to support the engagement of an external consultancy, Alacria, to develop an entry level program for USA Cricket to roll out in school/community engagement across the USA, and that a copy of the proposal had been part of the Board papers.

VP advised that the program should be completed towards the end of the first quarter of 2021.

- **Youth Tournament Planning Group**

The Board noted that DevCom had established a planning group to propose an appropriate competition structure for junior cricket (U16 and below) in the USA, comprised of the following: Venu Pisike (Chair), Kinjal Buch, Ricky Jacobs, Jag Poosarla and Srinu Salver.

VP advised that: (i) he had subsequently invited some additional Youth Coordinators to join the Planning Group in order to ensure that more of the country was represented; and (ii) the Planning Group had had some initial meetings and that he hoped to be able to provide a detailed proposal to the Board before the end of the year.

SN highlighted that the Cricket Committee was considering including the creation of a national team at a junior age group (possibly for a triangular series with West Indies and Canada). VP raised concerns about that idea and agreed to discuss them separately with SN and report back to the Board on whether they could reach agreement or not.

VP confirmed that he understood the proposed work of the Planning Group to be consistent with the Board approved terms of reference of the DevCom and Cricket Committee.

- **Softball Engagement Planning Group**

The Board noted that DevCom had established a planning group to propose an effective strategy for USAC to engage with the softball community in the USA, comprised of the following individuals: Venu Pisike (Chair), Vipin Bharadwaj, Kiran Manchikanti, Kalyan Chivukula and Satyen Lokanandi.

VP advised that: (i) the Planning Group had met a couple of times and that its first task was to collect data on all softball cricket played across the country; (ii) the Planning Group would then move on to determining an appropriate format for a USAC national tournament; and (iii) that a detailed proposal would likely be completed for the Board in January/February 2021.

- **Proposed Additional Youth Coordinator Appointments**

The Board noted that there were a few more cities where there was no Volunteer Youth Coordinator and a couple of cities where additional support would be beneficial. As such, the DevCom had agreed to oversee a process by which additional Coordinators would be sought for those cities.

7. ACE Relations Committee – update (SV)

The Board noted the detailed report from the Chair of the ACE Relations Committee (**ARCom**) on its meeting of November 11th, including the following:

- **2020 Minor League Cricket**

- Some regions didn't play any MiLC in 2020 due to COVID, e.g. Los Angeles / Florida.
- An ongoing audit of all MiLC owners was about 50% complete, and that there was generally positive feedback about the operational management and standard of players.
- Based on these 'exhibition' matches, MiLC was well positioned going forward as a proper pathway for T20 players.
- The focus on youth was successful, culminating in 17-year-old Sanjay Krishnamurthy being chosen as MVP overall.
- Key areas to improve including the player draft (which needs to be more transparent) and the need for some teams to conduct better selection trials and improve compliance generally.

- **2021 Minor League Cricket**

- There would likely be 15 games per team (10 within conference, 5 outside conference); 2 extra teams to be added; total of 200+ games.
- MiLC focus is to invest in production quality to develop a world-class broadcast product.
- ACE plan to further invest during 2021 by taking over 8 grounds in the US and improving those facilities.
- The selection processes that had been followed (from player registration through to team selection) to be streamlined with a stronger central MLC direction but with owners having some flexibility.
- LA and Florida will both do larger trials in 2021 as they missed out in 2020.
- All investors were on board with investment commitments, which mean that there will be a total 2021 expenditure on this event (ACE plus investors) of in excess of \$3m.

- **Minor League Cricket – player recruitment**

- ACE player recruitment strategy is focused is on bringing in high quality players, generally younger, who were intent on making their lives in the US, and supporting the development of cricket ecosystems through coaching.
- There were still a lot of older players in the 2020 MiLC and there needs to be a refocusing with owners around this, but that there were good examples of youth players playing well.

- It is possible that there will be some efforts next year to centrally allocate players to the poorer teams within the draft system.
- There will also be more controls around MiLC spending, particularly to deter against 'under the table' payments to players.
- **Infrastructure - update**
 - In 2020, the MiLC matches were played on a mix of turf and synthetic pitches, but going forward the MiLC contracts with owners will mandate that all teams in MiLC will need to have a turf ground within 24 months.
 - Over the next 6 months, ACE are looking to confirm deals in the three other major metros for Major League venues and facilities; with consideration also being given to two others.
 - The Dallas AirHogs Stadium deal was approved. HKS are the architects and preliminary plans are being developed, with the aim being for the stadium to be complete by summer 2022. Adjacent to the stadium will be two additional turf grounds for training, academy and league use, and the stadium will become the permanent 'national' USA Cricket HP Center location with other regional centers also being developed.
 - Morgan Hill will continue to be developed as a temporary HP Center for USA National teams until Dallas is ready in 2022; and a full set of plans are currently being considered by the local city council.
 - SV had been supporting the development of turf wickets in Louisville and San Diego.
 - SV had been working with 'California Strength' to develop strength and conditioning programs/arrangements for deployment to MiLC, USA national teams and, possibly, to all USAC members in due course.
- **Academies**
 - ACE are continuing to seek opportunities to invest in Academy facilities to provide permanent high performance coaching programs to develop players capable of playing MiLC and Major League Cricket.
 - The focus on the development programs within the Academies has been to work with and develop the best U15s through to the best U19s. So far there are eight Academy facilities that have partnered in one way or another with ACE; and ACE are currently in negotiations with another six.
- **KKR investors**
 - ACE had completed a deal with Kolkata Knight Riders (KKR) as a key investor in Major League Cricket, which sees potential support and expert advice in MLC operations as well as KKR owning a franchise team in due course.

8. Women & Girls Committee – update (IH)

The Board noted the detailed report from IH (in NG's absence) on the work of the Women & Girls Committee ('**WomCom**') during and since its meeting of October 19th:

- **Women's Cricket in the USA – SWOT analysis**

The Board noted that the WomCom had finalized the SWOT analysis of women's cricket in the USA, and that this would be revisited (along with an earlier participation report and accompanying commentary) at the end of the process described below to ensure that no important insight from those two exercises had been missed and that any final plan was comprehensive.

- **Plan to grow women's cricket in the USA**

The Board noted that one of the key WomCom objectives was to develop a plan, that was aligned to the overarching structure of the Foundational Plan, to grow women's cricket in the USA.

IH explained that working sessions had been staged with the women's national training squad, WomCom and management in order to come up with potential ideas that could help to achieve each of the following:

- Increase number of women/girls who play, coach, officiate, volunteer/administer
- Improve performance of the women's national team and the girls' junior national teams
- Grow level of social/digital/broadcast engagement with women/girls' cricket in the USA
- Grow level of social/digital/broadcast engagement by women/girls with cricket in the USA
- Leverage the opportunity around women/girls to develop new revenue streams
- Leverage the opportunity around women/girls to build trust in the community

The Board noted that all of the input had been gathered together in a summary document which attempted to categorize them as key initiatives, key strategic objectives and some 'quick wins' that can relatively easily be achieved.

IH explained that it was hoped that the final plan would be aligned to the Foundational Plan in style, content and duration, and would be finalized by WomCom and proposed to the Board at its next meeting.

- **Recruitment of Regional Volunteer Coordinators to support women's cricket**

The Board noted that WomCom had agreed that it was important to recruit Regional Volunteer Coordinators to support the delivery of the evolving plan, but that we should hold off advertising for those roles until we had a clearer idea about role and scope, most likely early in 2021.

9. Finance & Commercial Affairs Committee – update (AG)

The Board was provided with an update from the Chair of the Finance & Commercial Affairs Committee ('**FinCom**') from its meeting on 15th December.

- **Finance Report**

The Board noted the report and its content, which included the following key points:

- There has been minimal revenue generated from sources other than ICC and ACE during 2020, which is attributable to the lack of cricket activity both domestically and internationally.
- Similarly, the cancellation of a number of events and the implementation of cost saving measures across the organization has resulted in total expenditure being only 46% of what was originally budgeted as at the end of November 2020.
- As foreshadowed in the June report, the disruption of cricketing activities in Q3 & Q4 means that we are now forecasting significant improvement in our profit/(loss) position for 2020, as well as the closing working capital position.
- The forecasted closing working capital position at the end of the 2020 financial year is \$1.203M (compared to the Board approved budget which showed a \$150K deficit).
- This closing working capital position now provides the opportunity for the organization to invest in a targeted and sustainable manner in 2021, with this investment being aligned to the key pillars of the Foundational Plan.
- It is forecasted that player, coach, and support staff salaries make up 40% of the organization's total expenditure for the year, and Men's High Performance has received the most direct expenditure in 2020 (54%). As was previously outlined in the September board meeting, this represents an unsustainable proportion moving into 2021 and beyond.

IH explained that reports in this format are now being presented to the FinCom on a quarterly basis.

In response to questions, IH explained that:

- USAC had received all of the allocated ICC funding for 2020 and has received confirmation from ICC that we will get the same level of funding for 2021; and
- the USAC/ACE Term Sheet did not oblige ACE to commit to any funding in 2021 over and above the minimum guarantee payment. However, ACE had informally agreed to provide additional funding to USAC to support its High-Performance Program, although there was still uncertainty about exactly how much that additional non-contracted contribution would be. IH explained that he was in discussions with ACE to obtain a firm commitment as to what that total would be, but that it was likely to be dependent on the playing calendar.

- **Commercial rights audit and strategy**

The Board noted that Dan Migala (4Front) had presented to FinCom a summary of the work that would be done to develop a commercial strategy for the exploitation of all of the USAC/ACE commercial rights.

It noted that phase one was to identify all of the assets/inventory that were available for exploitation and that phase two would involve the development of the 'go-to market' strategy, including the story-telling narrative and sales strategy (sequencing, valuation and materials) that would support the effective exploitation of these assets. In addition, to support the development of the sales narrative, 4Front are also doing a review of all available research.

IH explained that USAC would shortly be concluding the scope with 4Front and that the first phase of work would likely be completed by February, with an update to the Board thereafter.

- **Repayment of PPP loan**

The Board noted that USAC had not yet applied for forgiveness of the PPP loan which it had received earlier in 2020 and that the FinCom had asked the Board to consider whether it should do so or not. The Board agreed to consider this again in due course.

- **Revenue generation from international/marquee matches in the USA**

RS asked if there was work ongoing to develop a revenue generation model from international/marquee matches played in the USA but not involving USA Cricket. He requested AG and IH to consider this during 2021 and to ensure that any such model is not constrained by previous pricing precedents and that USA Cricket is able to generate full revenue opportunities around such opportunities.

- **Treasurer role**

AG advised the Board that he had various ongoing professional and personal challenges which meant that he was unable to fulfil his responsibilities as Treasurer and Chair of the FinCom, and that he had recently advised PM of his decision to step down from these positions.

The Board noted that CC had agreed to assume these roles and endorsed her appointment.

10. Membership Working Group – Update (AB)

The Board was provided with an update from the Chair of the Membership Working Group ('**MWG**') on its two meetings since the last meeting:

- **Membership Proposal**

The Board note that the MWG had recommended the Membership Proposal document which had been shared with the USAC Board ahead of the meeting and was displayed on screen during the meeting.

In particular, the Board discussed and noted that the proposal specifically included that:

- the Membership Fee should be \$10;
- the duration of membership is until 31 December 2021; and
- anybody signing up would be provided with an opportunity to shape the future growth of USA Cricket by having a right to vote in the upcoming election.

SV agreed to raise with ACE whether there was anything that ACE might be willing to add in terms of commercial value into the membership benefits at this stage.

IH emphasized to the Board that the proposed membership model and pricing strategy will not result in a significant revenue or profit generating activity in 2021. However, the model and benefits reflected the primary purpose, which was simply to get as many members as possible into the system, and that we would be building an attractive and valuable commercial model in future years.

AB asked all directors to review again the Membership Proposal after the meeting to see if there were any other benefits that anybody could think of should be added before it was circulated to the community.

The Board also noted the proposed phased launch and timeline, as set out in the document, and that consideration was being given to testing with limited leagues so that the technology could be tested in a live environment to get an increased degree of comfort before the portal was fully launched in January.

VP highlighted a mistake in the document that suggested only individuals from Phase One would get to vote, and IH clarified that was a typo and reiterated that all those who register in Phase One, Two or Three will be eligible to vote. He also explained that the document which would be put into the public domain would be based on this proposal, and that he would work with a graphic designer to ensure that it was fit for public release.

The Board also noted that the NGC would set the cut-off date for registration for eligibility to vote.

The Board unanimously approved that USAC would write-off the insurance costs incurred for 2020 because it would be extremely difficult to collect given: (a) the different amount of cricket played by the Leagues during the 2020 season; (b) the uncertainty around the number of people playing cricket during this period; and (c) many of the Leagues will be unable to make payment because their seasons were shortened or not even started. Rather than chasing a few Leagues for some small insurance payments, it was felt that it would be a better option to help build trust in the community if USAC waived the 2020 insurance costs entirely and framed that as a benefit of membership.

The Board noted that IH was in the middle of negotiating a new insurance policy to cover the period from 1 March 2021 until 31 December 2021.

11. Governance Matters (IH)

- **Policy for the conduct of USA Cricket representatives in respect of the 2020 Election**

The Board unanimously approved the revised policy for the conduct of USA Cricket representatives in respect of the upcoming Board election which had been presented by the NGC following earlier feedback from the Board.

- **Publication of various materials on the USA Cricket website**

IH presented the current status of USAC compliance with publication requirements set out in the constitution, which was set out in the meeting paper.

To ensure full compliance, the Board unanimously agreed that as well as publishing media releases announcing the outcomes of quarterly meetings, the actual Board minutes should be published on the website from this meeting on.

In respect of previous minutes, the Board unanimously agreed, in principle, that these should also be published, but that IH should review them all first to ensure that any confidential/sensitive/legally privileged material be redacted prior to publication.

- **AGM / Annual Report**

The Board unanimously approved the following proposal in respect of the AGM and Annual Report:

- An Annual Report is in the process of being written, and the post-Board media release will highlight the achievements of 2020.
- The USAC constitution requires that the AGM should be held by no later than 30 November each year. For various unforeseen reasons, this has not yet happened.
- The last AGM was held in February 2020.
- Existing membership of USAC is scheduled to expire on the date that the membership portal is launched (currently planned for the first week of January 2020).
- In the circumstances, an AGM should be announced and held remotely towards the end of January 2021 as soon as there is a new membership base in place to invite to attend.

12. AOB (PM)

- **Any Other Business**

N/A

- **Circular resolutions passed since the last Board meeting:**

N/A



***Board Meeting - December, 2020
Year in Review***

2020 - a year unlike any other...

- Unprecedented challenges for the world, and all aspects of the sporting industry.
- Uncertainty of playing calendar
- Uncertainty of future revenues
- Inability to deliver programs
- Remote working for staff/players
- Recruitment freeze
- Little meaningful cricket activity
- Public scrutiny of administration
- New commercial partner (ACE); new governance structure; new staff
- BUT - allowed us to lay the foundations that were much needed for the sport in USA - will stand us in much better shape for future.



Launch of Foundational Plan (2020-2023)

- “Building a platform for American cricket.”
- The most critical piece of work started, completed and launched this year.
- Positive response from global cricketing community
- Clear vision, strategic focus areas and objectives provided base for clear narrative and media communication strategy
- Everything flows from the direction that this sets. We need to keep this at the front of all of our decision-making and report publicly on progress.

The graphic is a multi-sectioned infographic for the USA Cricket Foundational Plan 2020-2023. At the top left is the USA Cricket logo. The main title 'FOUNDATIONAL PLAN 2020-2023' is in large white and blue letters, with the tagline 'Building a platform for American cricket' below it. The '2030 VISION' section is split into 'WITHIN THE USA...' (Cricket established as a leading sport) and 'AND ON THE GLOBAL STAGE...' (USA Cricket established as a full member of the ICC). The 'STRATEGIC FOCUS AREAS' section lists: Existing Fans and Players, Youth and Long-Term Development, Twenty20 Cricket, and Women and Girls. The 'OUR OBJECTIVES' section contains five numbered boxes: 1. Grow Engagement, 2. Increase Participation, 3. Improve Performance of National Teams, 4. Deliver Financial Stability, and 5. Build Trust in the Community. Below this is 'OUR ACTIVITY AREAS' with icons for ICC International Play, Major League Cricket, Rookie National Development, Social, and Supporting Activities. The 'OUR VALUES' section features six boxes: Act with Courage, Be Inclusive, Work Together as a Team, Engage with the Community, Act with Integrity, and Hold Each Other Accountable. At the bottom, it says 'VISIT WWW.USACRICKET.ORG TO READ THE FULL PLAN' and shows a smartphone displaying the plan.

USA CRICKET

FOUNDATIONAL PLAN 2020-2023

Building a platform for American cricket

2030 VISION

WITHIN THE USA...
CRICKET IS ESTABLISHED AS A LEADING SPORT IN THE USA

AND ON THE GLOBAL STAGE...
USA CRICKET IS ESTABLISHED AS A FULL MEMBER OF THE ICC

WE WILL ACHIEVE THIS VISION IF WE MAKE PROGRESS IN OUR 5 STRATEGIC OBJECTIVES

OUR OBJECTIVES

- 1 GROW ENGAGEMENT
- 2 INCREASE PARTICIPATION
- 3 IMPROVE PERFORMANCE OF NATIONAL TEAMS
- 4 DELIVER FINANCIAL STABILITY
- 5 BUILD TRUST IN THE COMMUNITY

ALL OF WHICH IS SUPPORTED BY OUR WORK ACROSS THE FOLLOWING AREAS

OUR ACTIVITY AREAS

- ICC INTERNATIONAL PLAY
- MAJOR LEAGUE CRICKET
- ROOKIE NATIONAL DEVELOPMENT
- SOCIAL
- SUPPORTING ACTIVITIES

OUR VALUES

- WE WILL ACT WITH COURAGE
- WE WILL BE INCLUSIVE
- WE WILL WORK TOGETHER AS A TEAM
- WE WILL ENGAGE WITH THE COMMUNITY
- WE WILL ACT WITH INTEGRITY
- WE WILL HOLD EACH OTHER ACCOUNTABLE

VISIT WWW.USACRICKET.ORG TO READ THE FULL PLAN

Building Our Support Environment

Our Team...

- 25 Volunteer Youth Coordinators
- 6 Volunteer Umpire Coordinators
- Cricket Operations Director
- Men's Head Coach
- Development Manager
- Finance Manager
- Men's Youth Coach
- Women's Youth Coach
- Men's and Women's National Team Selectors
- 6 Zonal Selection Panels

Our Governance Structure...

- Board Director Elections - January 2020
- Governance review
- Terms of Reference Manual
- 10 formal/8 informal Board Meetings
- New Committee Structure - 26 Committee Meetings

Our Regulatory Framework...

- Guidelines for return to train/play for domestic cricket
- Covid-19 legal waiver and indemnity
- Regulations for approval of domestic cricket
- Anti-Doping Code
- National Tournament Manual

Grow Engagement

- **Minor League:** Supported ACE with delivery of;
 - MiLC Draft and ownership model
 - Development, delivery and coverage of Minor League Cricket Franchise Exhibition Matches
- **Major League:** Supported ACE with key developments including: Dallas Stadium & KKR investment
- **ICC Major Events:** Expressed interest (with CWI) in hosting future ICC Major Events
- **ICC Global Strategy:** Supported the development of USA focus within ICC's Global Strategy
- **Olympics:** Commenced work with ICC, USOC and LA 2028 to explore cricket in the 2028 Games and USA C membership of USOC.
- **Digital Coverage:** Record interaction levels on USA Cricket's Social Media channels



Increase Participation

- Launched USA Cricket Umpires Pathway & Program
- Appointed Alacria to design, market, and commercialize a National Entry Level program for schools and communities
- Research and report on female participation presented to Women and Girls Committee
- Research and report on Youth Cricket presented to Development Committee
- Survey of Leagues to gather information about structures, playing numbers across the USA
- Creation of Softball Planning Group



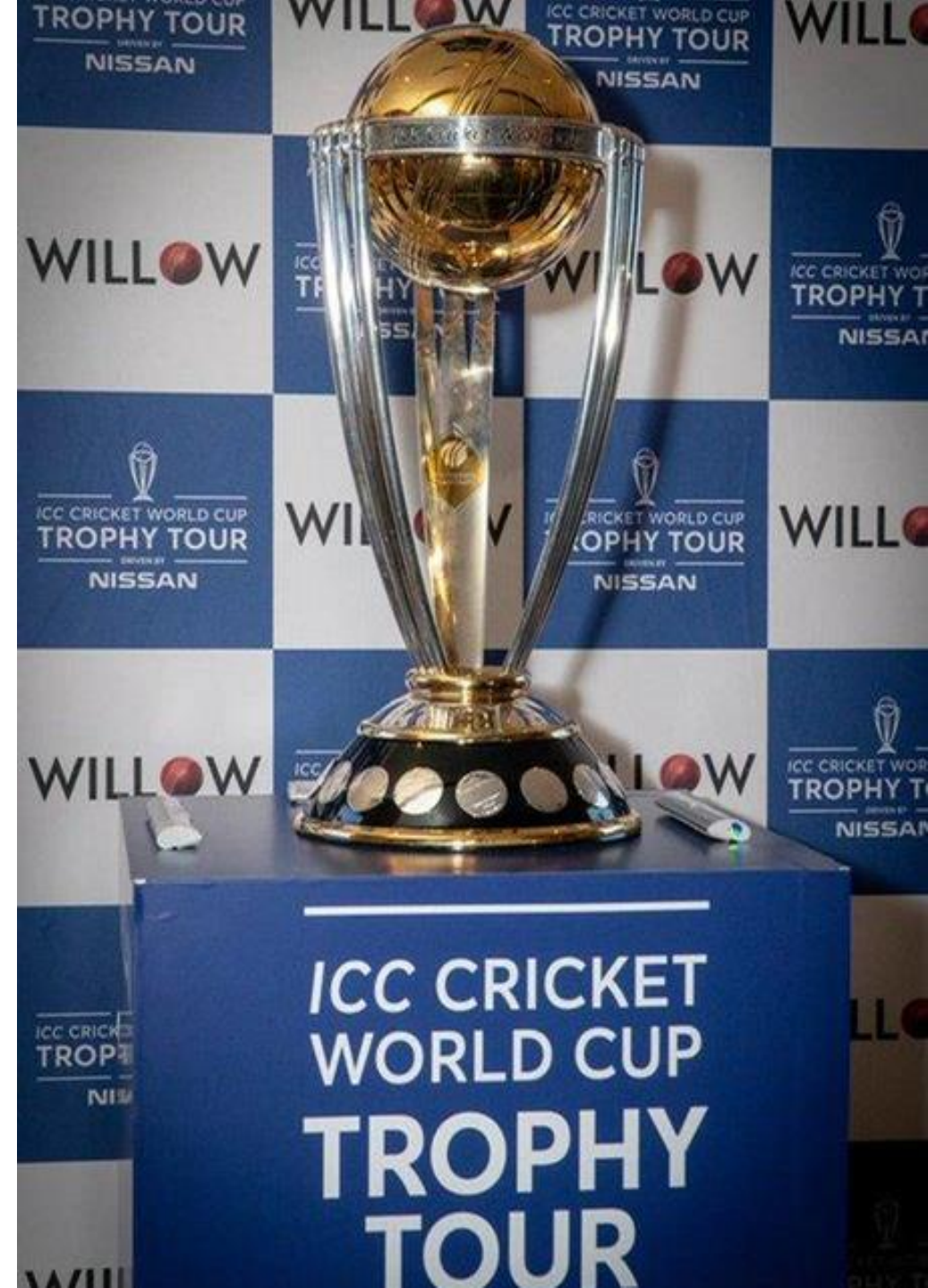
Improve performance of National Teams

- Staged Women's Talent ID Camps
- Staged Men's + Men's Youth Zonal Trials (600 participants, 22 days, 11 venues)
- Zonal squads being finalized
- Established all national squad players on Athlete Management System
- Long-Term High-Performance Plan in development
- Secured USA hosting rights to ICC Women's T20 World Cup Regional Qualifier & ICC Under 19 Boys World Cup Regional Qualifier in 2021
- Comprehensive Domestic and International calendar developed for 2021
- Preliminary scoping work commenced for National High Performance Centre



Deliver Financial Stability

- Successful PPP application for economic relief
- Implemented administrative/staff/players/coaches cost cutting measures
- Unqualified audit of 2019 Annual Financial Statements
- Completed and filed 2019 Tax Return
- Commenced audit of all commercial rights and development of sales narrative and strategy
- Financial planning throughout 2020 based on revised cricketing activity, various expenditure and revenue scenarios
- Completed Q 1, 2, 3 financial reports to ICC; 2020 funding received in full
- Re-forecasted financial results for 2020 anticipate closing working capital of \$1.2 million



Build Trust in the Community

- Prepared and Published the 2019 Annual Report
- Held inaugural Annual General Meeting
- Appointed new technology partner to develop integrated membership portal
- Constructive dialogue with Leagues & Academies representing more than 15,000 players
- Enhanced levels of communications directly with community via digital and mainstream media
- Motion to dismiss claim brought by ACPL against USA Cricket was successful
- Motion to dismiss claim brought by Dainty/Dodson against ICC was successful



