

ADDENDUM TO HOUSTON'S 2026 WORLD CUP BID COMMITTEE
HUMAN RIGHTS AND STAKEHOLDER ENGAGEMENT REPORT/CALL

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A. LIST OF PARTICIPANTS

Human Rights Process Presentation to FIFA

11/18/2021 9:00 AM to 10:30 AM

List of Participants

Opening and Presentation:

1. Chris Canetti—President of Houston World Cup 2026 Bid Committee President
2. Minal Patel Davis—Director of Mayor’s Office of Human Trafficking and Domestic Violence, Human Rights Sub-Committee Chair
3. Chris Graves—Associate Director, Mayor’s Office of Human Trafficking and Domestic Violence, Human Rights Sub-Committee Member and Facilitator

External Local Stakeholders—Brief Introductions and Statements of Support (30 seconds-1 minute):

4. Kyle Wright—CEO, Stardust Fund, Human Rights Sub-Committee Member and Facilitator
5. James Viray—President and CEO, Atheltivate, Human Rights Sub-Committee Member and Facilitator
6. Brandon Mack— Lead Organizer, Black Lives Matter Houston
7. Dan Stoecker—CEO, The Alliance

Mayor’s Office and City of Houston Employees-Brief Introductions and Statements of Support:

8. Terence O’Neill—Mayor’s Office of New Americans and Immigrant Communities
9. Shannon Buggs—Mayor’s Office of Complete Communities
10. Carolyn Hanahan—City of Houston, Assistant Chief Policy Officer, Strategic Procurement
11. Gabe Cazares—Mayor’s Office for People with Disabilities
12. Marc Eichenbaum—Mayor’s Office, Special Assistant to Mayor for Homeless Initiatives
13. Matt Slinkard—Executive Chief, Houston Police Department

External Local Stakeholders- Introductions and Statements of Support (2-3 minutes):

14. Hany Khalil—Executive Director, Texas Gulf Coast Area Labor Federation, AFL-CIO
15. Kathy McGibbon Givens—Founder and Executive Director, Twelve 11 Partners
16. Sonia Corrales—Deputy Chief Executive Officer, The Houston Area Women’s Center
17. Ambassador (ret.) Luis C.deBaca— Ambassador-at-Large to Monitor and Combat Trafficking in Persons U.S. Department of State (President Obama Appointee)

B. BIOGRAPHIES AND COMMENTS OF THOSE PRESENT ON 11/18/2021 HUMAN RIGHTS CALL

Chris Canetti, President, Houston World Cup 2026 Bid Committee



After 19 seasons as an executive in Major League Soccer (MLS), Chris Canetti accepted the job of President of the Houston 2026 World Cup Bid Committee in October 2018. In that role, Canetti is leading Houston's efforts to become a host city for the 2026 FIFA World Cup.

Canetti was with the Houston Dynamo for 13 years and served as club President for eight years. When he stepped down in October 2018, he was the longest tenured club President in Major League Soccer. He joined the Dynamo in its inaugural season of 2006 as the team's Chief Operating Officer and was promoted to President in 2010.

With the Dynamo, he was part of eight MLS playoff appearances, including trips to seven Conference Finals and four MLS Cup Finals. He was a part of seven championships, including four Conference titles, two MLS Cup titles, and one U.S. Open Cup title.

Canetti managed the public-private development of BBVA Stadium, a state-of-the-art venue that opened in 2012. Since then, BBVA Stadium has hosted a variety of great events, from Houston Dynamo and Dash games to international soccer, rugby, lacrosse, football, and concerts - including hit shows like Ed Sheeran and Kenny Chesney.

He oversaw the 2010 MLS All-Star Game at NRG Stadium that featured Manchester United and attracted a sellout crowd of 70,000 people, making it one of the top five attended All-Star games in United States history at the time.

During Canetti's tenure with the Dynamo, he forged the club's partnership with Rio Grande Valley FC, the Dynamo's United Soccer League affiliate, and he was responsible for creating the Houston Dash, our city's professional women's soccer team.

Canetti serves or has served on multiple non-profit boards, including the Greater Houston Boys & Girls Clubs, Central Houston, and the East End Chamber of Commerce. Over the years, he has led several community initiatives in and around Houston. He also fostered the creation of the Dynamo/Dash Youth Club, which began in 2017 and has grown to include more than 7,000 youth players of all ages and skill levels.

He has received numerous honors including the Sports Business Journal's "Forty Under 40 Award" in 2010 and MLS Doug Hamilton Executive of the Year Award in 2008. He was recently honored by the American Diabetes Association with the Houston Chapter's "Generosity to Mankind Award."

His most notable community work was in 2013 when he led the efforts to support Newtown, CT after the Sandy Hook Elementary School tragedy. Canetti organized “Soccer Night in Newtown” which drew global soccer stars Landon Donovan and Mia Hamm and brought together the North American soccer community to provide hope and healing for the town. Canetti remained active in the Newtown community, and, in 2014, he was a recipient of a “Charlotte Bacon Act of Kindness Award.”

Canetti also spearheaded the Dynamo’s efforts to support first responders by recognizing members of the Newtown, CT and Boston, MA Police Departments after tragedies in their communities. He also led an initiative to support the Houston Fire Department after they lost four members of their squad in a 2013 fire.

Under his leadership, the Dynamo organization contributed to the community’s response after the Hurricane Harvey disaster. BBVA Stadium served as a drop-off and distribution point for vital supplies, and the club organized a charitable celebrity match that raised funds for the relief efforts.

He also assisted the Santa Fe (TX) community after a tragic school shooting in 2018, working with a group of Santa Fe High School students to help launch a non-profit organization called Hearts United for Kindness.

Prior to joining the Dynamo, Canetti served as the Assistant General Manager for the New York Red Bulls of MLS. He joined the New York organization in 2000 when it was called the NY/NJ MetroStars. He spent six years with the team in various roles, including Vice President of Marketing & Public Relations.

Ironically, Canetti’s first love was baseball, which he played growing up as well as in college. After graduation from Quinnipiac University in 1992, he spent six years working with the New Haven Ravens, a Double-A minor league baseball affiliate of the Seattle Mariners and Colorado Rockies – the last three as the team’s General Manager (GM). He was just 26 when he moved to GM, making him the youngest GM in baseball.

Prior to joining the Ravens, Canetti was an Associate Sports Editor for the Shoreline Times in Guilford, CT. He received his bachelor’s degree from Quinnipiac University and was a four-year letterman for the Bobcats’ baseball team.

He lives in the Houston-area with his wife, Judi, and daughters Kara and Ella.

Minal Patel Davis, Director, Mayor's Office of Human Trafficking and Domestic Violence (Direct Report to Mayor Turner), Chair of Human Rights Sub-Committee



Minal Patel Davis currently serves as the Director of the Mayor's Office of Human Trafficking and Domestic Violence and previously served as Special Advisor to the Mayor on Human Trafficking, the first municipal-level position of its kind in the U.S., for five years. Appointed in July 2015, Davis is charged with making a local impact on human trafficking in the fourth largest city in the U.S. from a policy-level perspective and by advancing systems change. She developed and is currently implementing Mayor Turner's Anti-Human Trafficking Strategic Plan, which is the first comprehensive municipal response to human trafficking by a U.S. city. Davis is passionate about helping other cities in their own anti-human trafficking efforts and designed and delivered the city's Ten/Ten Human Trafficking Response Municipal Fellowship, a two-day immersion program for Mayors and their executive staff to develop their own municipal approaches. Davis has spoken on several local, national, and international panels to present the City of Houston's approach. She is a past speaker at the United Nations World Humanitarian Summit, The U.S. Conference of Mayors and has traveled to India and Canada at the request of the State Department to discuss municipal leadership in trafficking with government officials. In 2018, Davis was awarded the prestigious Presidential Award for Extraordinary Efforts to Combat Trafficking. In 2019, Davis helped establish the Houston 2026 Bid Committee's Human Rights Sub-Committee and serves as Chair and is coordinating the human rights risks and solutions associated with hosting a mega-sporting event like the FIFA World Cup should Houston be selected as a host city. In 2020, Davis was promoted to Director and now also oversees ending domestic violence with an equity and economic security lens in response to the pandemic. Her work has been covered on NPR, in the Washington Post, New York Times and other national and international media outlets. Davis received her J.D. and M.B.A. from the University of Connecticut and a B.A. from New York University.

Chris Graves, Associate Director, Mayor's Office of Human Trafficking and Domestic Violence, Sub-Committee Member and Facilitator of Human Trafficking Stakeholder Group



Chris Graves is the Associate Director on Human Trafficking and Domestic Violence in the Office of Mayor Sylvester Turner. Under Mayor Turner's leadership, Chris co-wrote Houston's Anti-Human Trafficking Strategic Plan with the Special Advisor to the Mayor on Human Trafficking. It is the nation's first comprehensive municipal response meant to effectuate systems change. He collects and analyzes diverse data sets across several plan objectives, assesses the impact of Houston's core initiatives, and he helped issue the divisions' annual reports. The Strategic

Plan mobilizes City of Houston departments such as Health, the Office of Business Opportunity, Municipal Courts, and others as well as the larger community. Chris is a Fulbright Scholar Alumnus and researched philosophical conceptions of trauma in Germany at Heidelberg University. He has a B.A. in German from The University of Texas at Austin and a B.A. in Philosophy from The University of Houston-Downtown.

i. EXTERNAL LOCAL STAKEHOLDERS, 30 SECONDS TO 1 MINUTE

Kyle Wright, CEO, Stardust Fund, Sub-Committee Member and Facilitator of Migrants Stakeholder Group



Kyle Wright is CEO of Stardust, a forward-thinking family office located in Houston and New York City. For more than a decade, Kyle has led Stardust's multidisciplinary effort to align philanthropy, art, advocacy, and investment capital to catalyze social change. Kyle currently serves on the board of directors of Transparentem, a leading nonprofit working to eradicate human and environmental abuses in complex supply chains. He is a member of Greater Houston Community Foundation's Philanthropic Impact Committee, Criterion Institute's Gender Based Violence Advisory Committee, and Houston Area Council on Human Trafficking. He holds a J.D., cum laude, from South Texas College of Law, and a B.A. in Psychology from the University of Texas at Austin.

Day of Comments:

It's an honor to be here today with so many luminaries. I'm Kyle Wright, CEO of Stardust. We are a local and international human rights and social justice funder and investor, supporting communities for a more equitable future. We are particularly proud to call this spirited, diverse, and dynamic city home. And personally, I am proud to serve on the Houston Bid Committee's Human Rights Subcommittee. I have worked closely with the Mayor's Office of Human Trafficking and Domestic Violence since the department was created in 2015, witnessing a deep commitment by the city and our broader community to engage and move on complex human rights issues. It has been a privilege of being in service to this robust stakeholder engagement process from the beginning and I look forward to participating in moving our commitments forward. Thank you for considering Houston and we look forward to working with you.

James Viray, President and CEO, Athletivate, Sub-Committee Member and Facilitator of Worker's Rights Stakeholder Group



James Viray is the co-founder of Athletivate, a public benefit corporation working at the intersection of sports and social impact. He is a leader in corporate social responsibility who has worked extensively driving collaboration among multinational corporations, non-governmental organizations (NGOs) and governments to address environmental and social issues and develop shared value for communities and companies. He previously served at the U.S. Department of State as the Director for the Office of International Labor & Corporate Social Responsibility. In that role, he worked with multinational companies on their community impacts abroad. James has also served as an in-house corporate social responsibility advisor to two Fortune Global 200 companies and as an external consultant to other well-known brands. Over his career, he has engaged multinational corporations in sectors from technology to energy & mining to agribusiness to apparel and their stakeholders in addressing sustainable development issues at both local and global levels. He has worked with leaders from village chiefs

to Presidents and developed a network of global policymakers on sustainability issues, including child labor, indigenous people's rights, women's empowerment, and access to water, among others.

James also serves on the Advisory Board of the Center for International Business & Human Rights at the University of Oklahoma College of Law and has served on the Board of Governors for Operation Underground Railroad, an international anti-human trafficking NGO, and on the Standards Advisory Group for the Sustainability Accounting Standards Board (SASB).

Day of Comments:

I am the President and CEO of Athletivate, a public benefit corporation working at the intersection of sports and social impact. I have been working on sustainable development, including leading the U.S. Department of State's efforts on business & human rights, for 20 years. Serving on the Human Rights Subcommittee, I've seen first-hand the work the Bid Committee has done to engage stakeholders in identifying and assessing the potential human rights risks and opportunities related to hosting the World Cup in Houston. The stakeholder ecosystem they have established through this engagement will also be valuable in implementing the policies, processes, and programs to address those risks and opportunities, as well as to manage future human rights issues that may emerge. I sincerely believe the Houston 2026 World Cup Bid Committee's approach to addressing human rights impacts will be a model for all future host cities.

Brandon Mack, Lead Organizer, Black Lives Matter-Houston



Brandon Mack has served as a Lead Organizer with Black Lives Matter-Houston and an LGBTQ+ Activist for over 15 years. He is currently the Screening Chair & Education & Advocacy Co-Chair for the Houston LGBTQ+ Political Caucus and serves on the Mayor's LGBTQ+ Advisory Board.

Day of Comments:

My name is Brandon Mack, and I'm a lifelong Houstonian, an LGBTQ+ activist, and one of the lead organizers of Black Lives Matter-Houston. We live in a time where greater attention is being paid to the global problem of police interaction and minority groups. With disproportionate numbers of the Black community being impacted by COVID-19 worldwide, with higher profile incidents of police brutality worldwide, we need to address and pay attention to the Black community. I can say that while not perfect, the City of Houston collectively as a city and a community is addressing the Black community and global issues by bringing communities together.

In particular, the stakeholder engagement process was thorough. For the first meeting, I was in the Housing group and agreed with the open and collaborative approach taken there generally. For the second meeting, I was in the Safety and Security Group. This group had members of the law enforcement and non-profit

community. The natural tension between the groups made it harder to be heard but out of the 11 ideas that advanced from safety and security, 5 of which I agreed with and 2 of those 5 I proposed making it into the final report – I am comfortable speaking in favor of the process conducted. We also have a direct line to the sub-committee chair, making us more comfortable with the process and the promises made in the report.

We are the most diverse city in the United States. We are home to several international communities. We literally live, work, and play in a city that brings the world together. In an era where we are all collectively coming out of the global pandemic and collectively dealing with the issue of anti-blackness, shouldn't an event that brings the world together be hosted in a city that also brings the world together and addresses global problems. I encourage FIFA to please select Houston as one of the next sites for the World Cup to place this world community event in a city that brings the world together.

Dan Stoecker, CEO, The Alliance



Since 2016, Daniel Stoecker has served as President and CEO of The Alliance, a nonprofit, community-based, multiservice organization with a mission to create opportunities for refugees, immigrants, and underserved residents to achieve their goals for self-sufficiency and improve their quality of life.

For 15 years as a nonprofit executive, Mr. Stoecker has provided leadership for refugee and immigrant causes, and to build more inclusive, equitable, welcoming, and resilient communities. Prior to entering the civic sector in 2005, his professional background includes over 20 years of private sector business development and marketing management experience in the telecommunications and media industries with Fortune 50, INC. 100, small businesses, and start-up ventures.

Mr. Stoecker's prior community service appointments include Chair, City of Houston Mayor's Advisory Council on Immigrant and Refugee Affairs, and as Co-Chair, National Mass Care Council (Washington, DC) he provided leadership for participating stakeholders across government, private, civic, and faith-based sectors to develop and gain approval for a National Mass Care Strategy and plan for implementation throughout the nation.

Mr. Stoecker is a graduate of the International Studies program at the University of St. Thomas where he is a member of the Advisory Board for the Center for International Studies. He is a lifetime member of the Houston Committee on Foreign Relations, and currently serves as President of the United Nations Association in Houston.

Day of Comments:

My name is Dan Stoecker, and I'm the CEO of The Alliance. The Alliance is a leading nonprofit organization for welcoming and empowering those who face financial, educational, health, language, or cultural barriers to realizing their dreams. Beyond core refugee settlement, social-educational, and wellness services, The Alliance houses several innovative social enterprises: Alliance Language Network, the Driver's Education and Mobility Center, and The Community Cloth, a microenterprise initiative for artisan refugee women. All

increase support for client self-sufficiency and employment opportunities so clients can thrive in our community. We are currently at work resettling our Afghan allies to make Houston a welcoming home for them. I am proud to support Houston's human rights strategy because of its focus on legacy projects that will benefit all residents including the most vulnerable long after 2026.

ii. MAYOR'S OFFICE AND CITY OF HOUSTON EMPLOYEES, 30 SECONDS TO 1 MINUTE

Terence O'Neill, Director of Mayor's Office of New Americans and Immigrant Communities, 1st Meeting Facilitator of Safety and Security Group



Terence O'Neill directs the Office of New Americans and Immigrant Communities. Bringing together Houston's uniquely diverse international community, O'Neill's team promotes their well-being and connectedness and facilitates their successful civic, and cultural integration in Houston.

He helped initiate the city's first language access program, the city's first wage theft ordinance, the Houston Police Department's first human trafficking unit; he expanded the size and scope of Citizenship Month, held the city's first ever Mayor's State of the Refugee Community Breakfast, and initiated other projects that have enhanced Houston's reputation as an international city.

He was tapped by the Special Assistant to the U.S. President for Immigration Policy to host a White House Regional Convening at City Hall for the purpose of increasing resources and collaborative efforts in Houston that improve services to the immigrant community. The President honored the Office of New Americans at the White House in June 2016 for its work to improve the quality of life for immigrant communities in Houston.

His work has been featured in Governing Magazine, the Houston Chronicle, Monocle Magazine, and several academic publications. He was nominated for the University of Houston's "Master of Public Administration Public Official of the Year Award" (2016). He studied philosophy at the University of Houston-Downtown and is pursuing a master's degree from Rice University.

Day of Comments:

I'm Terence O'Neill, Director of the Mayor's Office of New Americans and Immigrants Communities. I served as the co-facilitator for the Public Safety group. The mission of our office is to serve Houston's vibrant immigrant and refugee communities, a significant population considering that 1/4 of Houston's population is foreign-born, 500,000 of them are estimated to be undocumented, and about 25% of the population is limited English proficient. It's also important to note that immigrant populations tend to be huge football/soccer aficionados, which is another reason why we are proud to be partners and support the Human Rights Sub-Committee as part of Houston's 2026 World Cup bid. I'm sure you will be pleased with the work we have done and hope you choose Houston as a host city for the coming games. Thank you.

Shannon Buggs, Director, Mayor's Office of Complete Communities



Shannon Buggs, an experienced communicator and administrator, is the first Director of the Mayor's Office of Complete Communities. In this role, Buggs develops strong collaborative relationships with neighborhood residents, City of Houston departments, other government agencies and officials, private donors, and non-profit organizations to fulfill the Complete Communities Action Plans. Mayor Sylvester Turner launched the Complete Communities initiative to demonstrate how public, private, and non-profit partners can revive neighborhoods with the guidance of their residents. The Complete Communities division ensures that projects identified through a public engagement process are implemented, funded, and managed efficiently.

Buggs previously worked as Director of Community and Public Relations at The Woman's Hospital of Texas, Director of Communication for the University of Houston's College of Liberal Arts & Social Sciences, and business columnist and reporter for the Houston Chronicle. She also served as the founding Executive Director of Culture Source, Inc. (formerly CultureWorks Greater Houston), a fiscal sponsorship and management consulting nonprofit. Shannon also founded Meta-Four Houston, a nonprofit youth development collective that uses writing and performing original poetry as tools to encourage self-expression and advance literacy among Houston's youth ages 13 – 19.

A Houston native, Buggs is a longtime supporter of the city's nonprofit sector and has held volunteer leadership positions with the Harvey Arts Recovery Fund, Houston Arts Alliance, Writers in the Schools and other arts and public service organizations. She is a senior fellow of the American Leadership Forum and an alumna and former trustee of Episcopal High School in Bellaire. Buggs earned a Bachelor of Arts degree in English and American Literature from Harvard University, a Master of Science degree in journalism from Northwestern University, and a certificate in financial planning from the University of Houston.

Day of Comments:

I am Shannon Buggs, the Director of the Mayor's Office of Complete Communities. My office focuses on bridging the gap between equity and opportunity in 10 historically under-resourced neighborhoods which are home to one in six Houstonians. Complete Communities exists to ensure all residents can achieve success without barriers to opportunity. We work across private, public, and non-profit sections to collectively overcome economic, environmental, and equity challenges to transform Houston's legacy into one everyone can be proud of. My office participated in the Non-Discrimination group, and I look forward to continuing to work on strategies that advance equity in Houston as part of Houston's human rights strategy.

Carolyn Hanahan, Assistant Chief Policy Officer, Strategic Procurement Division



Carolyn Hanahan is a graduate of the University of Texas at Austin and the University of Texas School of Law. As an attorney, she specialized in representing local governmental entities in Texas—primarily school districts and municipalities. From 2010 to 2014, she served as the First Assistant City Attorney for Governmental and Transactional Affairs for the City of Houston. Carolyn moved to the City’s Strategic Procurement Division of the Finance Department in 2015 as Assistant Chief Policy Officer. In this capacity, she oversees complex procurements and ensures compliance with all federal, state, and local laws.

Day of Comments:

Good morning, I am with the central procurement office for the City of Houston. We buy all supplies and services for the 23 departments in the city. Every year, we post thousands of opportunities to our website, and any purchase over \$50,000 will be published in the newspaper and formally procured. We have tens of thousands of registered vendors, including thousands of MWBEs. They can elect to receive notices every time we post in their areas of interest when they register, which is a quick and easy online process. We are ready to procure everything needed for a successful World Cup.

Gabe Cazares, Director, Mayor’s Office for People with Disabilities



Gabe Cazares serves as the Director of the Mayor’s Office for People with Disabilities in Houston, Texas. In this capacity, Gabe oversees the accessible delivery of city services, programs, and activities for over 215,000 Houstonians with disabilities. In 2021, Gabe was appointed by President Biden to the U.S. AbilityOne Commission to assist in modernizing one of the largest employment programs for blind and other people with significant disabilities in the United States.

Day of Comments:

Hello, I’m Gabe Cazares, Director of the Mayor’s Office for People with Disabilities. MOPD serves as the primary advocate for the needs and rights of residents and visitors with disabilities. We ensure that the city’s policies, programs, services, and activities are accessible to and inclusive of the over 215,000 residents with disabilities that live in Houston. I participated in the Disability Access group, and I’m looking forward to working with all stakeholders to ensure the most accessible experience for spectators with disabilities for the 2026 World Cup.

Marc Eichenbaum, Special Assistant to the Mayor for Homeless Initiatives



Marc Eichenbaum serves as the Special Assistant to the Mayor for Homeless Initiatives. Marc is a licensed attorney who specializes in public policy and strategic communications, leading programs to counter racial inequities and drive social impact. Appointed by two administrations, Marc manages the City's involvement in The Way Home, Houston's globally recognized homeless housing initiative. Since 2012, The Way Home has housed more than 24,000 individuals experiencing homelessness, effectively ending veteran homelessness, and reducing overall homelessness by 60%. Marc created the city's innovative Public Intoxication Team, is at the forefront of developing holistic strategies to reduce encampments and handles a variety of behavioral health issues for the Mayor. Named by Bloomberg Cities as one of "10 Innovators Who are Raising the Bar in the Fight Against COVID-19," Marc has advised cities throughout the United States and across the world on creating collective-impact, and transformative systems to reduce homelessness.

Day of Comments:

I am the Special Assistant to the Mayor for Homeless Initiatives. My office manages the City of Houston's response to homelessness by coordinating the efforts of various City agencies, developing best practice-oriented public policy, and guiding the city's participation in ongoing regional planning activities. Since 2012, we have achieved a 60% reduction in homelessness and housed more than 24,000 individuals. We have arguably the most successful major city homeless response initiative in the United States and have consulted with more than 16 cities around the globe including London and Paris.

Executive Chief Matt D. Slinkard, Houston Police Department



Executive Chief Matt Slinkard has worked for the Houston Police Department for 27 years. Chief Slinkard is a graduate of the FBI National Academy (FBINA), the Senior Management Institute for Police (SMIP), the Police Executive Leadership Institute (PELI), and the National Executive Institute (NEI). He holds a Master of Science Degree in Criminal Justice Management from Sam Houston State University. He is a former Board Member for the First Responder Network Authority (FirstNet). Chief Slinkard has been married for 26 years and has two children.

Day of Comments:

The Houston Police Department is the primary law enforcement agency in the City of Houston and the largest in the State of Texas. We are proud to work cooperatively and collaboratively with the Mayor's Office, Director Minal Davis, and all city stakeholders on important human rights issues. We have a victim-centered approach to our law enforcement responsibilities and we look forward to being great partners

for the 2026 World Cup to provide a safe and secure experience while also supporting all important human rights efforts and initiatives.

iii. EXTERNAL LOCAL STAKEHOLDERS, 2 TO 3 MINUTES

Hany Khalil, Executive Director, Texas Gulf Coast Area Labor Federation, AFL-CIO



Hany Khalil has served as Executive Director of the Texas Gulf Coast Area Labor Federation, AFL-CIO since 2016. In that role, he has led the modernization of the labor council's political program, local policy campaigns to raise workplace standards and grow the labor movement, the expansion of the council's communications and mobilization capacity, and the growth of the council's affiliated membership by one-third. He is a Vice-President of the Houston Federation of Teachers.

Day of Comments:

My name is Hany Khalil. I'm Executive Director of the Texas Gulf Coast Area Labor Federation, the regional chapter of the national AFL-CIO that advocates for working families in 13 Houston area counties.

- Our 90 local unions and 60,000 union members represent workers in many sectors required for a successful World Cup, including hospitality and entertainment, aviation, and transportation, building and construction trades, and public employees.
- We and other labor organizations participated actively in the Workers' Rights subcommittee, and we support Houston's bid to host the World Cup because of the effectiveness of its human rights stakeholder process and the strong commitments to protect workers' rights made during that process.
- Over the course of nine months, the bid committee actively solicited input and feedback from a broad range of non-profit, community and worker organizations in several human rights areas, including ours.
- The process provided meaningful opportunities for us to identify and prioritize risks for how workers' rights could be violated during the World Cup and propose mechanisms not just to mitigate these risks, but to go beyond and proactively raise workplace standards for future mega-events in Houston.
- The bid committee made a written copy of the draft plan available to us and other human rights stakeholders for review during office hours. That allowed us to provide additional feedback to fine tune the plan.

- We are pleased that this process resulted in commitments to implement many of our recommendations to protect worker's rights into the final Houston FIFA 2026 bid, including:
 - A minimum wage of \$15/hour or the prevailing wage, whichever is higher, including expanding the prevailing wage to sectors besides construction,
 - Targeted hire of people from high unemployment and high poverty census tracts and training through DOL-registered apprenticeship programs,
 - Requiring cooperative dispute resolution mechanisms between impacted employers and employees to avoid potential labor disputes interfering with the games,
 - A responsible bidding process to pre-qualify high road employers,
 - Health and safety requirements, such as OSHA 10 and 30 training and adoption of COVID-19 Health and Safety standards, and
 - Establishment of clear, enforceable mechanisms to address potential labor violations, including independent third-party monitoring.
- We know from our discussions with our counterparts in other U.S. bid cities that the depth, quality, and transparency of the Houston bid committee's engagement on human rights greatly surpassed what our peers saw in most bidding cities.
- The mechanisms the Houston bid committee has adopted will ensure the jobs created are good jobs accessible to local residents. If Houston is chosen and proper job protections are put in place, thousands of cooks, security guards, janitors and construction workers will not just see more dollars in their pockets in the short-term, but also jobs with higher wages and stronger standards in the long run. This is a positive legacy FIFA can leave Houston's working families.
- Working together, we in Houston followed FIFA's direction and developed a strong human rights plan for the games.
- We very much hope that FIFA will give Houston's human rights plan adequate weight alongside the City's physical infrastructure and experience hosting megaevents. If you do that, there is no doubt in our mind that Houston should be named one of the 10 U.S. host cities for 2026.

Kathy McGibbon Givens, Survivor Leader, Co-Founder and Executive Director of Twelve 11 Partners



Kathy is a wife, mother, author, writer, and advocate who has overcome the dark world of sex trafficking. After many years of living in silence, Kathy decided to journal what happened to her as a way of dealing with the surreal experience. That journal became a book. That book became a stage play.

Partnering with several organizations, Kathy's goal is to raise awareness, fight for those who are being trafficked, and mentor those who have overcome it. She is now using her voice to inspire others to join the fight against such a horrible atrocity. She has presented to faith-based organizations, educators, students, medical professionals, law enforcement, politicians, and leaders from all sectors of society. She has trained nonprofit organizations and individuals who aspire to become better advocates in the field of anti-trafficking. In 2018, Kathy was invited into The Oval

Office to witness a bill she advocated for be signed into law. In 2021, Kathy joined the United States Advisory Council on Human Trafficking by presidential appointment.

During her time as a Program Director, Kathy developed a trauma-informed restorative care program for adult survivors of trafficking. She is now Co-Founder of Twelve 11 Partners, an organization committed to supporting survivors who are on their journey to thriving in their independence. As a leader in the field, Kathy continues to provide training and consulting to various groups committed to the fight against human trafficking.

Day of Comments:

- My name is Kathy Givens, Co-Founder of Twelve 11 Partners, and an Overcomer of Human Trafficking. Our organization, Twelve 11, has been on a journey to address the intersectionality of race and human trafficking. Along this journey we launched what is now called, The Justice Series, which is a speaker series designed to engage advocates, law enforcement, healthcare professionals, and community leaders who all play a vital role in addressing race disparities that prevent victims and survivors of color from receiving equitable access to services. These conversations have been long overdue; however, the depth and the impact of the speaker series would not exist without the support that we have received from our Mayor.
- The leadership of our Mayor has been critical in this fight to make Houston a city where trafficking does not exist. From designing an international fellowship to help other cities in their own anti-trafficking efforts, to attending the Justice Series and engaging with local non-profits – the Mayor and his team always show up in this space, and that is what matters most to victims and overcomers of trafficking. I was able to witness the City of Houston “show up” once again during the stakeholder engagement process. For me, it meant a great deal that I was invited to the table, but not only was I invited, I was heard. As I listened to all the other stakeholders engaging in conversation, identifying risks, and discussing solutions – I realized that I was not the only one being heard, everyone was. Not only did everyone receive an invitation, but everyone – overcomers, advocates, leaders, and professionals – everyone was also equally included in the process and that spoke volumes to me.
- My specific contributions were focused on establishing a human trafficking committee with survivor representation and examining the intersections of labor trafficking and sex trafficking.
- The process was well organized, the facilitators were respectful of diverse opinions, and everyone left knowing that their contribution mattered. In my book, that is what I would call a success and I am grateful to have had the opportunity.”

Sonia Corrales, Deputy Chief Executive Officer, The Houston Area Women's Center



Sonia has worked in the field of domestic and sexual violence since 1992 and has more than 20 years of leadership experience. Specializing in anti-violence work, she has served on numerous local, state and national boards and/or committees including Houston Sexual Assault Kit Task Force, Harris County Domestic Violence Coordinating Council, Health and Human Services Commission-Task Force to Address the Relationship Between Domestic Violence and Child Abuse and Neglect, the SAFER Working Group, the Mayor's Commission Against Gun Violence, the Texas Teleforensic Remote Assistance Center (Tex-TRAC), and Harris County Public Defender Board. She

is a graduate of the University of Texas at El Paso, alumna of Leadership Houston Class XXVI, American Leadership Forum-Criminal Justice Class 4, and of the Bank of America Neighborhood Excellence Leadership Program and Center for Houston's Future. Sonia is the 2016 TAASA Advocate of the Year recipient, a 2018 honoree of the Houston Business Journal Women Who Mean Business award and the 2019 Houston Texans, Campeon de La Comunidad.

Day of Comments:

- My name is Sonia Corrales and I serve as the Deputy Chief Executive Officer for The Houston Area Women's Center (HAWC), Houston's largest and most comprehensive non-profit organization serving survivors of domestic violence, sexual assault, and human trafficking.
- For nearly 45 years, HAWC has helped countless women, children and families transform their lives and become free from violence through our crisis response, survivor empowerment and violence prevention programs.
- We are a multilingual agency with services that include hotlines, emergency shelter, housing, legal and economic advocacy, and counselling, to name just a few. All our programs are designed to interrupt the cycle of violence, from immediate crisis intervention to long-term healing and empowerment.
- And we don't do this work alone. The City of Houston is a critical, long-standing partner in our mission to end violence for all.
- The Houston Area Women's Center fully supports Houston's overall human rights strategy to leave a lasting positive legacy in hosting the FIFA World Cup 2026™.
- HAWC was invited after the FIFA feedback and had the opportunity to review the report through a women's safety impact perspective. We found the process to be open and transparent and we were able to view the report in its entirety, even during a competitive bid process.
- We believe that the report is thorough and supports the overall human rights strategy. We are pleased that our recommendations were incorporated. For example, ensuring that HPD officers are not reassigned to game duties and being available to respond to domestic and sexual assault calls.
- Houston should get HOST!
- Thank you.

Ambassador (ret.) Luis C.deBaca, Ambassador-at-Large to Monitor and Combat Trafficking in Persons, U.S. Department of State



Ambassador (ret.) Luis C.deBaca coordinated U.S. government activities in the global fight against contemporary forms of slavery as head of the State Department's Office to Monitor and Combat Trafficking in Persons during the Obama Administration. As one of the United States' most decorated federal prosecutors, Ambassador C.deBaca updated the post-Civil War statutes and the 13th Amendment to develop the "victim centered approach" to modern slavery, which has become the global standard for combating human trafficking.

Day of Comments:

- My name is Luis C.deBaca, and I served as Ambassador-at-Large to Monitor and Combat Trafficking in Persons for the U.S. Department of State from 2009 to 2014, appointed by President Obama.
- As Ambassador, I developed the global standard for how trafficking is combatted.
- I recently joined the University of Michigan's law faculty to teach about the forced labor in architecture and construction.
- Because trafficking touches all the human rights issues involved in hosting a mega-sporting event, the Mayor's Office of Human Trafficking and Domestic Violence was uniquely positioned to develop Houston's World Cup human rights strategy.
- Houston leads in the anti-trafficking space through its nationally recognized municipal response that went above and beyond established legal frameworks.
- They did so guided by a strong sense of ethics.
- This strong sense of ethics meant sharing their learnings with other cities through a formalized program, with no requirement or mandate to do so.
- This same sense of ethics guided the transparent stakeholder engagement process they developed to deliver a comprehensive human rights report.
- This process ensured that every voice had a way of being heard individually and during group workshops.
- The axes activity served as a visual tool to demonstrate and document which of the suggested ideas did not advance – no doubt a risk management tool that will serve useful if selected as host.
- They reached far and wide into their network and were sure to engage and consult not only with a wide array of local stakeholders but with national and international stakeholders like myself.
- In addition, they had one-on-one meetings with organizations that authored articles on previous World Cups, not only to keep them informed of the process locally but also as a way to expand their network of additional stakeholders.

- My experience as a stakeholder invited to the Human Trafficking working group was very positive. Stakeholders informed every step of the process from the first pre-activity where we assessed risks to the prioritization of legacy-setting opportunities.
- During the meetings, I personally stressed the importance of adopting a procurement approach to address labor trafficking at scale, particularly at hosting venues, and I am happy to see this was included in the final report.
- Once the final report is published, the inclusive and well thought out process will serve as a standard to the human rights community on how to engage stakeholders in the future - not only to best determine the course ahead but also to manage the reputational risks that come with hosting.
- From my perch with national and international exposure to human rights issues and stakeholders, Houston is well able to raise the standard of how these events are hosted—from a human rights perspective just as they have done with the innovative stakeholder engagement process created.
- This process will no doubt be a part of their overall legacy should they be selected as host. We as a group appreciate that FIFA has made this a part of the bid already changing the way that MSEs are hosted. In line with that, I hope Houston is designated host so we can change how stakeholders are engaged going forward on a human rights front.

C. FOLLOW UP QUESTIONS BY ERGON

STAKEHOLDER ENGAGEMENT

1. We have identified that fan groups were not engaged by the city as part of stakeholder engagement. If this was the case, what is the reasoning?

That is correct, fan groups were not specifically included though they were on our original stakeholder list. We will reach out to them and include them in future meetings.

2. We are glad to see that stakeholders have had the opportunity to view and comment on the report on multiple occasions, and that the city has incorporated these views into their report. Just to clarify, has the final report been shared with stakeholders?

No, the final report has not been shared with stakeholders, but we were willing to share it. In meeting 3, we provided an overview of the report. We did not want to risk circulation during a competitive process. Worker Rights expressed wanting to view the report prior to submission. We therefore made office hours available to all stakeholders so that they can read the report and provide additional comments. Not all stakeholders chose to come in and view it. AFL-CIO and Worker Defense Project reviewed the report three times and saw that their feedback was incorporated.

SEIU (a service industry worker union) also viewed the report.

Additional groups were invited to read it after FIFA feedback. The University of Houston, Women's, Gender & Sexuality Studies Program and the Houston Area Women's Center both read the report and provided feedback.

3. Could the city confirm whether the final report was shared with stakeholders?

The final report was not shared with stakeholders. It was, however, made available for viewing by appointment; three stakeholders made the choice and the time to view it. Two others that viewed it and provided feedback were invited to do so based on FIFA's additional recommendations after reviewing a draft report.

4. Does the city consider the tournament to impact additional rightsholders, other than those identified in the Ergon report?

Additional rightsholders will not be impacted.

There is no building required to host the games that would impact local communities' land and property rights or the rights of indigenous people. Indigenous people have blended in and access services in their local communities. Therefore, the risks and opportunities identified would already cover any adverse impacts to these groups.

We are, however, aware that once the report is published and if we are awarded host city designation, other stakeholders or rightsholders may come forward. We will be sure to keep stakeholder engagement a continual and fluid process, ensuring that their input is taken into consideration up until, through and immediately after the games. There will be a way for stakeholders or rightsholders to reach out to us on the site where the report is published and included in the ongoing process if appropriate.

RISK ASSESSMENT AND MITIGATION MEASURES

5. Does the city consider that risk and mitigation measures may change in the time leading up to the tournament? Has the city considered how the aftermath of the pandemic will affect the hosting of the tournament or the risks identified in relation to it?

We do not anticipate changing any of the risk mitigation measures, except those related to COVID-19. If upon implementation, we see the need for an adjustment, we would consult the involved stakeholders first and get their thoughts on adaptations. The only other way the report would change is if unanticipated stakeholders or rightsholders came forward with suggestions. We would ensure a continual way to engage and adapt accordingly.

On COVID-19, there are agencies in the city that work together proactively in implementing COVID-19 protocols, and we will be ready to do the same in 2026. We have numerous protocols in place today that are different than a year ago as the facts and circumstances around the pandemic continue to evolve. We will have the right plan at the right time if needed.

We have also considered the impact COVID-19 has had on the services industry. We are seeing a rise in wages locally and are seeing people go back to work as generous unemployment benefits and eviction moratoriums come to an end, and as vaccine availability increases in general—and more so now that the vaccines were just approved for children ages 5-11. With this latest approval, we know that women who bore the responsibility of child-rearing during this pandemic will be able to return to work as schools and day cares start to open and stay open.

6. Has the city received comments and views from representative stakeholders on the adequacy of existing measures to address risks (views may be positive or negative)?

Yes, this came up as a part of the workshops we hosted. As part of the facilitators' role, existing regulations, programs, and policies were discussed. They were sure to provide a summary of the existing landscape. Also, the stakeholders were experts in the field and largely familiar with the landscape. The opportunities we put forth are to enhance the existing measures or where they don't exist to put them in place. The workshops were an effective way of getting information out and discussing adequacy.

7. Regarding the planned measures to identify risk described, do you expect all will be taken forward and implemented between now and 2026? Can the city provide any further information on progress that has been made in implementing potential mitigation measures? Has the city made any progress towards supporting a comprehensive non-discrimination bill including widespread protection for LGBTQ people?

Yes, ideas will be implemented between now and 2026 for all those marked “commit to implement” except items tied to grants or RFPs associated with hosting.

It is important for us to identify the responsible party for implementation. To that end, the bid committee has launched The Soccer Innovation Institute, an organization that will be responsible for implementation. Currently, the staffing plan includes hiring a Chief Legacy Officer by July 2023 who will work with a department charged with oversight to make sure the plan is executed.

We do have four updates on items that lay squarely with the city to do—please keep in mind that policy changes through ordinance work at the city can take anywhere between 6 months to 4 years:

The right of first refusal ordinance to protect worker rights and ensure they had the first opportunity to return to work was examined by this division of the Mayor's Office, city legal and the suggesting worker rights advocates. Since this is a strong worker market, this was not needed because businesses were instead struggling with not only getting their former employees back to work but hiring new ones. Some of the reasons for this are because people were paid substantial unemployment benefits from the federal government and had a real choice in being safe or returning to work.

The LGBTQIA ordinance is underway (this was in progress prior to the human rights process for FIFA), and the Mayor's LGBTQ Advisory Board is working on the final draft of this. In the meantime, the Mayor signed an

Executive Order in March 2021 for our Office of Business Opportunity to work with the LGBTQIA community and chambers to ensure supplier diversity.

A 40-page policy paper has been prepared for the Mayor's review on adopting a partial decriminalization model for prostitution and recommending a no sex seller arrest policy.

All the ideas have gone through an initial legal feasibility review and where appropriate, review by our Houston Police Department.

A \$15 an hour ordinance for municipal employees was passed earlier this month raising their hourly wage from \$14.25. This impacts 500 city workers that work as custodians, parking aides and in our Parks and Recreation Department.

Further information on whether grant funding will be made available from the Host Committee will be instrumental to implementing some of the opportunities generated by the group. A further understanding of FIFA's procurement process and RFP requirements will be helpful.

Being designated as host will also serve as a catalyst for implementation.

IMPLEMENTATION OF OPPORTUNITIES FOR A POSITIVE HUMAN RIGHTS LEGACY

8. Has the city identified opportunities for a lasting positive human rights legacy (i.e. beyond- 2026) and measures for their implementation?

Yes, legacy items include (and are on pages 96-98 of the report and highlighted on page 9 of the PowerPoint presentation):

- i. For all 8 areas, leveraging our city 311 non-emergency help line to triage human rights reports and grievances, and route them to the right partner agency for resolution.
- ii. Safety and Security: requiring implicit bias training for law enforcement to advance social and racial justice.
- iii. Worker Rights: establish a legal clinic to address worker rights issues.
- iv. Migrants: institute a cite and release program for undocumented individuals during Houston's hosting. Potential for informing post-World Cup solutions for this population and non-violent crimes.
- v. Non-Discrimination: welcoming city campaign with specific messaging to the LGBTQIA community, with 311 hotline displayed.
- vi. Human Trafficking: adopt a deeper anti-trafficking policy at the County and in Stadium procedures. Ensure that at least one line of souvenirs is sustainably produced.
- vii. Right to Participate: centralized bidding platform to increase transparency, bidder engagement and thereby produce more competitive bids. This advances transparency in government and sports setting a legacy benchmark for other U.S. cities.
- viii. Housing Rights: targeted outreach to homeless near event venues with long-term goal of housing.

- ix. Disability Rights: disability access audit teams are a unique way to ensure access and hire disabled individuals.

ADDITIONAL QUESTIONS

- 9. Please incorporate any stakeholder comments shared during the human rights call with FIFA and Ergon, for example, views from trade unions, and any updated input from external stakeholders received since the exchange.

Section B, pages 6-18 include the comments provided by external local stakeholders and Mayor's Office and City of Houston employees during the call. There are no updated inputs from external stakeholders since the exchange.

- 10. Could the city provide additional information on how it plans to receive and incorporate stakeholder feedback into its processes?

We plan to hold monthly virtual meetings as needed to develop trainings, policies, and procedures with the existing group. The meetings will leverage the groups already formed during the stakeholder engagement process.

We will also have a link available on the site the report is published on for those that missed the engagement opportunities. The link will require filling out a short form with their ideas, group affiliation if any, and whether they were previously involved. Once the form is complete, it will be sent to the Human Rights Sub-Committee Chair until the Chief Legacy Officer is in place. The stakeholders that fill out the form will be asked to attend an informational meeting on the first of every month on the process and developments to date after which they will join the appropriate group to help further the opportunities agenda if appropriate. Once the informational presentation is complete, we will further divide stakeholders into 3 categories: essential to implementation (add to group), play a supporting role (add to group), or are a sounding board and not directly involved (keep lines of communication open, do not add to group).

D. NATIONAL AFL-CIO DEMANDS RESPONSE

We have received the list of nine demands from the AFL-CIO to FIFA for the candidate host city bid teams. Houston's Human Rights Sub-Committee engaged extensively with local AFL-CIO including meeting with key stakeholders on three occasions after our three-step meeting process concluded in January 2021 to discuss their additional strategies and provide an opportunity for them to verify they were included. Our level of engagement is reflected in the national AFL-CIO letter from Cathy Feingold to FIFA dated June 16, 2021 beginning on the next page and an op-ed by the Executive Director of the local AFL-CIO, Hany Khalil who was on the call, that follows.

As we discussed with the Worker's Rights groups previously when they brought up most of the demands outlined by national AFL-CIO, the proper time to discuss these demands are if Houston is selected as host,

during the actual drafting of RFP language to ensure they are legally binding, and once it can be determined if there is sufficient availability of the Houston/regional labor force to meet the needs of hosting a mega-event before imposing or agreeing to any limitations on use of migrant laborers.

Finally, it is worth mentioning that there were some discrepancies between national and local AFL-CIO and action considered necessary for Houston. To ensure coordination between local and national AFL-CIO, we requested and held calls with national AFL-CIO to ensure proper coordination with the local chapter and to ensure they understood our process and stance. Their letters and public support via the op-ed published after the discussions around the nine demands demonstrate their trust of our commitment to work with them to ensure a conscientious World Cup. **Please see the letter from national AFL-CIO's Cathy Feingold to FIFA President and local AFL-CIO's Hany Khalil's Op-Ed published in the Houston Chronicle below.**



AFL-CIO

AMERICA'S UNIONS

**American Federation
of Labor and
Congress of Industrial
Organizations**

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Washington, DC 20006

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John Costa
Tim Driscoll
Rory Gamble
Everett Kelley
Anthony Shelton

June 16, 2021

Mr. Gianni Infantino, President
Fédération Internationale de Football Association (FIFA)
FIFA-Strasse 20 P.O. Box 8044
Zurich, Switzerland

Email: gianni.infantino@fifa.org; Andreas.Graf@fifa.org; Joyce.Cook@fifa.org

Dear Mr. Infantino:

At a moment when potential US 2026 FIFA World Cup host cities are finalizing their Human Rights Stakeholder plans, we are writing to renew our request for dialogue with you. The letter below reiterates and expands upon some concerns which we have already noted regarding the city selection process and FIFA's obligations on human rights. Given the seriousness and urgency of the issues set forth below, we request a meeting with you as soon as possible, prior to the June 30 deadline for cities to submit their human rights strategy.

In our letter dated March 9th (attached here), we raised a number of concerns but did not receive any formal response from FIFA. We believe that stakeholder engagement is critical to ensuring the effective delivery of the games, and shaping an event that communities support and feel invested in. We reiterate the point made in our original letter: human rights and labor rights groups will unequivocally hold FIFA responsible for failures related to this process. FIFA continues to claim that cities and bid committees control the process at this point, but it is clear both from public documents, and from those that FIFA has not chosen to make public, that FIFA has all of the leverage here, from city selection to control over basic decisions related to the airport, stadium, public parking, and Fan Fests. The decisions that FIFA is making, and will make, clearly implicate human rights and workers' rights.

Letter to Mr. Gianni Infantino
June 16, 2021
Page two

In brief, in order to meet its human rights due diligence obligations, FIFA must:

- Share publicly the process it has developed to evaluate the adequacy of stakeholder engagement across bids, to compare the quality of local human rights plans across the 16 proposals, and to weigh human rights and community accountability in the city selection process.
- Engage with us, and other national-level stakeholders concerned about human rights compliance across cities immediately, and commit to meeting local stakeholders during the visits to bid cities this summer.
- Disclose all airport, stadium and host city agreements, as a dimension of its commitments to broader transparency, including revenue and budget transparency.
- Establish, articulate, and monitor a set of minimum standards for cities, defining concrete criteria for human rights compliance that host cities and their partners must respect, protect and promote through the process.
- For aspects of the games that may be directly under FIFA’s control, including Fan Fest, FIFA must itself negotiate with stakeholders in the US, Canada and Mexico to arrive at a set of binding commitments on human rights, including workers’ rights, specific to 2026.

We look forward to discussing these in greater detail during our meeting, but emphasize a time-sensitive key point below.

In our original communication, we noted the lack of bid committee engagement with stakeholders across the majority of potential host cities. We highlighted the weakness and insufficiency of guidance from FIFA on how to conduct and manage that process. While a small number of bid committees have actively sought to engage labor and community organizations, and build their input into the final bid – we would note in particular Houston, New York/ New Jersey and Baltimore – others have done much less. Some only conducted a single pro forma meeting with workers’ rights groups.

Houston’s bid committee shaped a particularly ample stakeholder engagement process, however, involving a succession of Zoom meetings with breakout sessions organized around categories of rights and access, and consistent, focused follow up with participants. The committee identified ways of incorporating stakeholder input into bid documents, and confirming that the language as drafted reflected that input.

With this degree of variation in bid committees’ performance to date, a clear, deliberate and public statement from FIFA is absolutely necessary at this time. FIFA must reassure cities and working families that bids will be rewarded, not punished, for ample stakeholder engagement and robust human rights compliance – even if those factors have an impact on FIFA’s own revenue. We were promised a “race to the top,” not a race to the bottom where cities curtail public services or constrain workers’ rights and pay, in order to compete on financial incentives to FIFA.

**Houston Engagement
Efforts Highlighted**

Letter to Mr. Gianni Infantino
June 16, 2021
Page three

We look forward to talking with you and to strengthen stakeholder engagement around the FIFA 2026 World Cup. We request a response to this letter by June 21, 2020 proposing possible meeting times before June 30th.

Sincerely,



Cathy Feingold
AFL-CIO International Director

OPINION // OUTLOOK

Opinion: World Cup games could leave a positive legacy for Houston's working families

Hany Khalil

Oct. 23, 2021

Houston is in the running to be named one of 10 U.S. cities to host the 2026 FIFA Men's World Cup soccer games — along with cities in Canada and Mexico. A FIFA delegation will visit Houston this week to evaluate our city as one of 17 finalist locations in the U.S.

According to the president of Houston's World Cup bid committee, hosting the six World Cup games at NRG Stadium "would be like hosting six Super Bowls" in succession. Five years from now, food servers and janitors will be serving and cleaning for soccer fans from around the world. Construction workers and stagehands will be building a massive site for FanFest — a monthlong street festival where thousands can watch and celebrate the games.

The Texas Gulf Coast Area Labor Federation and other local labor organizations believe that if FIFA wants a city with great facilities, great service, protection of human rights and a positive legacy from the games, Houston is the right choice.

The FIFA delegation will find here excellent stadium facilities and a large number of high-quality hotels near the convention center. They will also find a diverse, dedicated hospitality workforce.

They will see how, in recent years, the labor movement has partnered with the city and county governments and responsible employers to guarantee resilient public services, ensure efficient and safe completion of construction projects that create good jobs for all and design training programs to create a pipeline for Houstonians of all backgrounds to enjoy long-term careers. These initiatives include the city of Houston's Build Houston Better standards and workforce protections adopted by Harris County in 2019.

They will learn about the bid committee's plan to launch a Soccer Innovation Institute — a tool that aims to increase access to the game, enhance the fan experience and strengthen the sport's social and environmental impact locally and globally.

But Houston's bid is also strong because, when FIFA required bidding cities to craft plans to protect human rights during the games with local stakeholders, city leaders and the bid committee went above and beyond.

Over the course of nine months, the Houston bid committee actively solicited input and feedback from a broad range of nonprofit, community and worker organizations in several human rights areas. While the final human rights plan the Houston team submitted to FIFA has not yet been made public, we are confident that it deals in a serious way with risks and opportunities connected to the World Cup in areas such as workers' rights, LGBTQ rights, economic opportunity for disadvantaged communities and prevention of human trafficking.

The process provided meaningful opportunities for labor organizations to identify and prioritize risks for how workers' rights could be violated during the World Cup and propose mechanisms not just to mitigate these risks but to go beyond and proactively raise workplace standards for future mega-events in Houston. We know from our discussions with labor organizations in other U.S. bid cities that the depth and quality of the Houston bid committee's engagement on human rights greatly surpassed what our peers saw in those other cities.

Working together, we in Houston followed FIFA's direction and made human rights a real priority. Now the choice is in their hands. If FIFA gives serious weight to Houston's physical infrastructure, workforce skills and our human rights plan — as they committed to do — there is no doubt in our mind that Houston should be named a host city.

We also hope that when the FIFA delegation comes to town, they will engage directly with local and national human rights stakeholders to hear about what's important to them.

Bottom line: Houston's bid is strong.

Local labor organizations support Houston's bid to host the World Cup because the bid committee has made commitments to adopt effective mechanisms that will ensure the jobs created are good jobs accessible to local residents and disadvantaged individuals.

If Houston is chosen and proper job protections are put in place, thousands of cooks, security guards, janitors and construction workers will not just see more dollars in their pockets in the short-term, but also jobs with higher wages and stronger standards in the long run.

All of us — labor, business and government — want to work with FIFA to make the 2026 games a model for how mega-sporting events should address crosscutting issues including human rights and workers' rights. If FIFA selects Houston to host in 2026, we will embrace the opportunity to do that together.

Khalil is executive director of the Texas Gulf Coast Area Labor Federation, AFL-CIO.

Written By
Hany Khalil

E. POWERPOINT PRESENTATION



**Houston 2026 World Cup Bid Committee
Human Rights Report Overview for FIFA and Ergon
Minal Patel Davis and Chris Graves
11/18 – 9 AM to 10:30 AM**



HOUSTON'S 2026 WORLD CUP BID COMMITTEE SUB-COMMITTEE MEMBERS AND FACILITATORS



Chris Canetti
President, Houston World Cup 2026 Bid Committee



Minal Patel Davis
Director, Mayor's Office of Human Trafficking and Domestic Violence, Chair of Human Rights Sub-Committee



Chris Graves
Associate Director, Mayor's Office of Human Trafficking and Domestic Violence, Sub-Committee Member and Facilitator of Human Trafficking Stakeholder Group



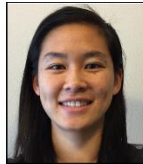
Kyle Wright
CEO, Stardust Fund, Sub-Committee Member and Facilitator of Migrants Stakeholder Group



James Viray
President and CEO, Athletivate, Sub-Committee Member and Facilitator of Worker's Rights Stakeholder Group



Chang Chiu
Senior Policy Advisor, Office of Harris County Judge Lina Hidalgo, Sub-Committee Member and Facilitator of Non-Discrimination Stakeholder Group



Irene Fan
Engagement Manager, McKinsey & Company, Facilitator of Right to Participate Stakeholder Group



Terence O'Neill
Director of Mayor's Office of New Americans and Immigrant Communities, 1st Meeting Facilitator of Safety and Security Group



Carlos J. Barron
Director of Security & Transportation, Houston Dynamo FC, Houston Dash, BBVA Stadium, 2nd Meeting Facilitator of Safety and Security Stakeholder Group



Jerry Eckert
Co-Managing Partner, MGR Consulting, Facilitator of Housing Rights Stakeholder Group



Rafael Sarango
Co-Managing Partner, MGR Consulting, Facilitator of Disability Access Stakeholder Group



HOUSTON'S 2026 WORLD CUP BID COMMITTEE STAKEHOLDER ENGAGEMENT PROCESS - OVERVIEW

Brief Overview and Highlights

Meeting 1 – 101 attendees, 91 orgs

Meeting 2 – 86 attendees, 70 orgs
Special Guest: DeMarcus Beasley

Meeting 3 – 71 attendees, 63 orgs
Special Guest: Jane Campbell

Meeting 4 – Reviewed FIFA Feedback and LOS Collection

- Formed Human Rights Sub-Committee in Mar 2019, prior to receiving this assignment
- Together, we constructed the engagement exercise based on 8 areas to deliver the report
- Initially compiled a list of 191 stakeholders by asking:
 - ❖ city colleagues,
 - ❖ stakeholders on our radar and,
 - ❖ making appeals to public via press to engage
- These stakeholders were invited to a series of 4 meetings via zoom with a general session and group facilitation by issue area in breakout rooms
- In total we had 39 risks and 73 opportunities identified
- Stakeholders included Houstonians, national and international leaders; Former Ambassador and Special Representative for the Organization for Security and Cooperation in Europe (OSCE).
- They engaged in a 2-step engagement process for risks split into a pre-meeting activity to capture individual insight and an axes activity to build group consensus
- This 2-step process was repeated to identify opportunities.

HUMAN RIGHTS AREAS

SAFETY AND SECURITY

RIGHT TO PARTICIPATE

WORKER'S RIGHTS

HUMAN TRAFFICKING

MIGRANTS

HOUSING RIGHTS

NON-DISCRIMINATION

DISABILITY ACCESS



HOUSTON'S 2026 WORLD CUP BID COMMITTEE STEP 1: INDIVIDUALS COMPLETE RISK PRE-ACTIVITY BEFORE MEETING 1

**WORKER'S RIGHTS ISSUE:
WORKERS RECEIVING LESS
THAN LIVING WAGE (Ergon)**



**STAKEHOLDERS RATE
PRIORITIZATION AND LINK TO
DIFFERENT ELEMENTS OF
HOSTING**

**DESCRIBE THE
ADVERSE/NEGATIVE IMPACT**



**IDENTIFY THE ADVERSELY
IMPACTED GROUPS**



Opportunity to submit, rate and
link additional issues to hosting.

Activity Link: Click [HERE](#).

ISSUE: Workers Receiving Less Than Living Wage																
<small>Check all that apply.</small>																
	<small>Preparation of World Cup Match Venues</small>	<small>Preparation of Public Spaces</small>	<small>Airport Arrivals/Departures</small>	<small>Local Transportation</small>	<small>Lodging</small>	<small>Dining</small>	<small>Careed Events</small>	<small>Shopping</small>	<small>Other World Cup/Soccer Events</small>	<small>Other Entertainment</small>	<small>Fan Behavior</small>	<small>Security at World Cup Events</small>	<small>Security at Private Events</small>	<small>Volunteer Programs</small>	<small>Event Clean- Up</small>	<small>Public Clean- Up</small>
Extremely High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low Priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ISSUE: Workers Receiving Less Than Living Wage *

Please identify and describe the adverse/negative impact associated with this issue.

ISSUE: Workers Receiving Less Than Living Wage *

Please identify the group(s) impacted by this issue. You can select more than 1.

Check all that apply.

- Local Communities
- Citizens
- Workers
- Volunteers
- Players
- Teams
- Officials
- Fans
- Journalists
- Media
- Human Rights Defenders

Activity Link: click [HERE](#).



HOUSTON'S 2026 WORLD CUP BID COMMITTEE STEP 2: FACILITATED GROUP CONSENSUS - AXES ACTIVITY – RISKS DURING MEETING 1

ACHIEVE CONSENSUS ON SIGNIFICANT, WIDE-IMPACTING RISKS

- Ergon and other risks identified by individuals from the pre-activity informed the axes presented to stakeholders during Meeting #1.
- Facilitators for 8 breakout rooms used Guiding Questions from Ergon to stimulate group discussion.
- Goal of achieving group consensus on where each issue should be placed in terms of Minimal or Significant Risk/Impact Limited or Impacts Everyone axes.
- Provided another opportunity to suggest additional risks not submitted in pre-activity.
- Issues placed in Significant Risk/Impacts Everyone and Significant Risk/Impact Limited quadrants advanced to Activity 2 and Meeting 2; focused on opportunities to mitigate the prioritized risks.

HUMAN
RIGHTS
AREAS

SAFETY AND SECURITY
RIGHT TO PARTICIPATE

WORKER'S RIGHTS
HUMAN TRAFFICKING

MIGRANTS
HOUSING RIGHTS

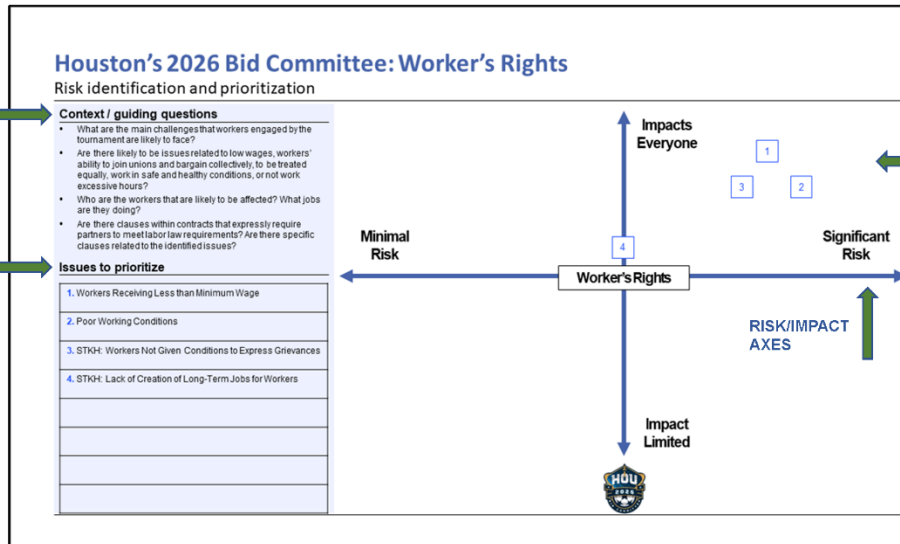
NON-DISCRIMINATION
DISABILITY ACCESS



HOUSTON'S 2026 WORLD CUP BID COMMITTEE EXAMPLE: WORKER'S RIGHTS RISK AXES

FACILITATOR
USED GUIDING
QUESTIONS BY
ERGO

ERGO AND
STKH ISSUES
TO PRIORITIZE

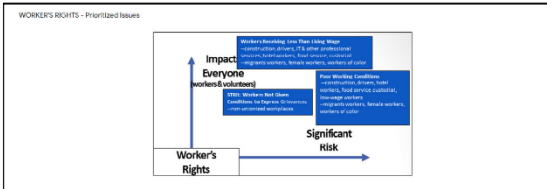


ACTUAL
PLACEMENT
OF WORKER'S
RIGHTS
ISSUES.
Issues 1,2, and
3 advance to
Step 3. Issue 4
does not
advance. No
issues in
Significant
Risk/Impact
Limited
quadrant to
advance.



HOUSTON'S 2026 WORLD CUP BID COMMITTEE STEP 3: INDIVIDUALS COMPLETE OPPORTUNITY PRE-ACTIVITY BEFORE MEETING 2

1) OPPORTUNITIES SHOULD ADDRESS PRIORITIZED ISSUES



2) FACTORS TO CONSIDER WHEN PROPOSING OPPORTUNITIES

REK: WORKERS RIGHTS

Instructions
Below you will find the results of the first stakeholder engagement meeting where you and your peers prioritized issues associated with your human rights risk aimed at for consensus. Based on those placements, now propose the best opportunities to address the issues identified in meeting #1. Issues identified as having minimal risk and/or limited impact have been left off. We encourage you to think broad and consider everything from legislative grassroots efforts to policy-level solutions.

Factors to Consider when Proposing Opportunities:

- 1) Is the opportunity scalable and able to address the breadth of a complaint?
- 2) Does the opportunity sufficiently benefit everyone who is adversely impacted by a specific issue?
- 3) Would the opportunity positively impact people and the community?
- 4) Can the opportunity leverage the event as a rallying point for such progress?
- 5) Can the opportunity be accomplished within a reasonable time frame?
- 6) Do potential stakeholders have high or low feasibility?
- 7) Will the opportunity leave a lasting human rights legacy in our community, future World Cup games, and FIFA?

For your reference as you formulate opportunities, Qatar's planned 2022 World Cup opportunities for workers' rights issues include:

- 1) Worker welfare standards and forums
- 2) Joint inspections with trade unions
- 3) Impact on systematic issue of recruitment fees

For each issue, at least one solution should be proposed.

Activity Link: click [HERE](#).

3) OPPORTUNITIES SHOULD LINK TO WORLD CUP ACTIVITIES



4) OPPORTUNITIES SHOULD MITIGATE ADVERSELY IMPACTED GROUPS

Groups Impacted by Risks – Keep in Mind Proposed Opportunities Should Mitigate Adverse Impacts on those Most Affected by Your Risk Area. *Everyone* for Your Risk Area is Defined Below.

Who is Impacted?	Who is Impacted?	Who is Impacted?	Who is Impacted?	Who is Impacted?	Who is Impacted?	Who is Impacted?	Who is Impacted?	Who is Impacted?
Construction Workers	Event Staff	Event Volunteers	Event Security	Event Transportation	Event Entertainment	Event Security	Event Security	Event Security

5) PROPOSE AT LEAST ONE OPPORTUNITY

8. **ISSUE: Workers Receiving Less Than Living Wage***
Please propose at least one opportunity to address this issue in light of the questions in consider in the Instructions.

Activity Link: click [HERE](#).



HOUSTON'S 2026 WORLD CUP BID COMMITTEE
STEP 4: FACILITATED GROUP CONSENSUS - AXES ACTIVITY – OPPS DURING MEETING 2

ACHIEVE CONSENSUS ON GREAT/HIGH FEASIBILITY OPPORTUNITIES

- All opportunities identified by individuals from pre-activity informed the opportunity axes presented to stakeholders during Meeting #2.
- Facilitators for 8 areas breakout rooms used Guiding Questions suggested by Ergon to stimulate group discussion.
- Goal of achieving group consensus on where each opportunity should be placed in terms of Limited or Great Opportunity/Low or High Feasibility axes.
- Provided another chance to suggest additional opportunities not previously submitted in pre-activity.
- Issues placed in Great Opportunity/High Feasibility quadrant selected for inclusion in the Human Rights report.

HUMAN RIGHTS AREAS

SAFETY AND SECURITY
RIGHT TO PARTICIPATE

WORKER'S RIGHTS
HUMAN TRAFFICKING

MIGRANTS
HOUSING RIGHTS

NON-DISCRIMINATION
DISABILITY ACCESS



HOUSTON'S 2026 WORLD CUP BID COMMITTEE EXAMPLE: WORKER'S RIGHTS OPPORTUNITIES AXES





HOUSTON'S 2026 WORLD CUP BID COMMITTEE CROSS-SECTION OF OPPORTUNITY DETAILS BY AREA



HUMAN RIGHTS AREA	GRIEVANCE MECHANISM	SAFETY AND SECURITY	WORKER'S RIGHTS	MIGRANTS	NON-DISCRIMINATION	HUMAN TRAFFICKING	RIGHT TO PARTICIPATE	HOUSING RIGHTS	DISABILITY ACCESS
RISK / ISSUE	ISSUE: Need for Central Human Rights Grievance Helpline	ISSUE: Child Safety ISSUE: (STKH) Lack of Police Presence in Communities ISSUE: Police Interaction with Minority Groups	ISSUE: Workers Receiving Less Than Minimum Wage. ISSUE: Poor Working Conditions ISSUE: (STKH) Workers Not Given Conditions to Express Grievances	ISSUE: (STKH) Systemic Law Enforcement and Migrant Community ISSUE: (STKH): Increased demand for child migrant labor.	ISSUE: (STKH): Discrimination against LGBTQ Community Members, ISSUE: Discrimination against LGBTQ Visitors, ISSUE: Housing Discrimination Against LGBTQ Visitors	ISSUE: Increase in Labor Trafficking ISSUE: Increase in Sex Trafficking ISSUE: (STKH): Increase in sex trafficking and grooming of children	ISSUE: (STKH): Bonding/Assurance on What Businesses are Bidding On, e.g., Collaborative Approach? ISSUE: (STKH): Commitment to Engagement and Inclusivity	ISSUE: Increased Demand on Properties for Visitors Impacting Housing and Homelessness ISSUE: (STKH): Homeless population will not benefit from hosting World Cup	ISSUE: (STKH) Inaccessible Event Locations ISSUE: (STKH) Ride Share Services - Modifying for Equity in Access
OPPORTUNITY	<ul style="list-style-type: none"> Leverage COH 311 to handle reports of human rights violations in any of the 9 areas with systems of referrals based on need (to Clinic, etc.) 	<ul style="list-style-type: none"> Create Child Safety Audit Team Violence, Victim Services, and Human Trafficking Units are not reassigned to game duties. Message to women ahead of games about service availability. Ensure child safety calls are addressed. Host community listening circles with trusted organizations acting as intermediaries. Mandate Implicit Bias, Culturally Responsive Training for Law Enforcement. 	<ul style="list-style-type: none"> Enforce prevailing wage or \$15 an hour minimum for WC links Establish audit teams for work sites and worker housing. Establish a Legal Clinic for workers to express grievances, receive compensation from Tribunal. 	<ul style="list-style-type: none"> Implement a cite and release window for vulnerable populations during hosting. Partner with high school for migrant children to inform of rights and available jobs. 	<ul style="list-style-type: none"> Pass Equal Rights Ordinance for Houston to Ensure Enhanced Legal Protections for LGBTQIA Community Members and Visitors. Develop Educational campaign about Houston being a welcoming city for all. 	<ul style="list-style-type: none"> Include Anti-Trafficking Clauses in all RFPs (County/Stadium/FIFA) Conduct joint work site and housing site inspections. Establish a no seller arrest policy (Nordic model, partial decriminalization) during hosting of games. Tik Tok Awareness campaign 	<ul style="list-style-type: none"> Host Committee Holds Training Seminars/Info. Sessions on RFPs. Bidding (in person/live + anytime accessible platforms). Includes for small business owners. Simplifies bidding process. Centralized platform for bidding to facilitate advanced transparency so businesses can prep, remove 'guesstwork.' Engage all chambers across city to ensure supplier diversity Ensure approach aligned with FIFA contracts 	<ul style="list-style-type: none"> Provide grants for targeted outreach at hotels near event location(s) just prior to FIFA World Cup. Expand efforts to move homeless into Permanent Support Housing. Design and launch a hospitality training program for this population. 	<ul style="list-style-type: none"> Establish disability audit team to identify and control these areas in advance. Align with international ADA conditions to support international guest expectations. Relying on private partners to bring adapted vehicles (wheelchair accessible vehicles - WAV) from other cities. Ensure awareness of ADA.

Addl. Opportunities in Report: Collaboration and Public/Private Partnerships (10), Building Capacity (7), Audit Teams (7), Training/Awareness (6), Community Engagement/Outreach (6), Contracts/Compliance (5), Transparent Procurement (3), Creating Funding Streams (3), Policies and Procedures (2) = 49 + 24 in Table = 73



HOUSTON'S 2026 WORLD CUP BID COMMITTEE STAKEHOLDER ENGAGEMENT PROCESS –GOOD GOVERNANCE

FORMATION OF HUMAN RIGHTS SUB-COMMITTEE

- 1+ Year Prior to FIFA Report Deadline

COMMUNITY ENGAGEMENT

- Bid Committee President and McKinsey
- One-On-One Engagement of Stakeholders for 1+ Year

STAKEHOLDER IDENTIFICATION

- FIFA sends assignment
- Led by Human Rights Sub-Committee
- Construct process to solicit feedback required for report over month
- Requested Stakeholder Lists from City Colleagues, Non-Profit Partners and Press/Media

FACILITATOR IDENTIFICATION

- Invited experts to act as facilitators
- Pre-Meeting on Roles and Responsibilities
- Developed and Provided Facilitator's Guide
- Tested Teams and Zoom for Meeting platform

LANDSCAPE ASSESSMENT W/ CITY COLLEAGUES

- Developed collection mechanism
- Hosted call with city colleagues
- Distributed mechanism for them to respond with existing info.
- Provided Information on Existing Regulations, Programs to Facilitators

INDEPENDENT BI-LATERAL STAKEHOLDER MEETINGS

- Humanity United, Mary Harvey from Centre for Sports and Human Rights, Qatar's Supreme Committee, AFL-CIO Local ED, National AFL-CIO, Polaris Project CEO, ED of Centro de los Derechos del Migrante, Inc.

ASSESS RISKS - MEETING #1 PRE-ACTIVITY

- Developed Survey
- Crossed it with Report template to ensure information collection for report
- Revised survey
- Developed 1st communication with stakeholders
- Link Provided to Web-Based Pre-Activity and zoom registration

ASSESS RISKS - MEETING #1

- 100+ Stakeholders
- Bid Committee President opened meeting
- Provided overview of assignment
- Mayor's office provided instructions for the meeting axes activity
- Everyone sent to pre-assigned breakout room based on expertise



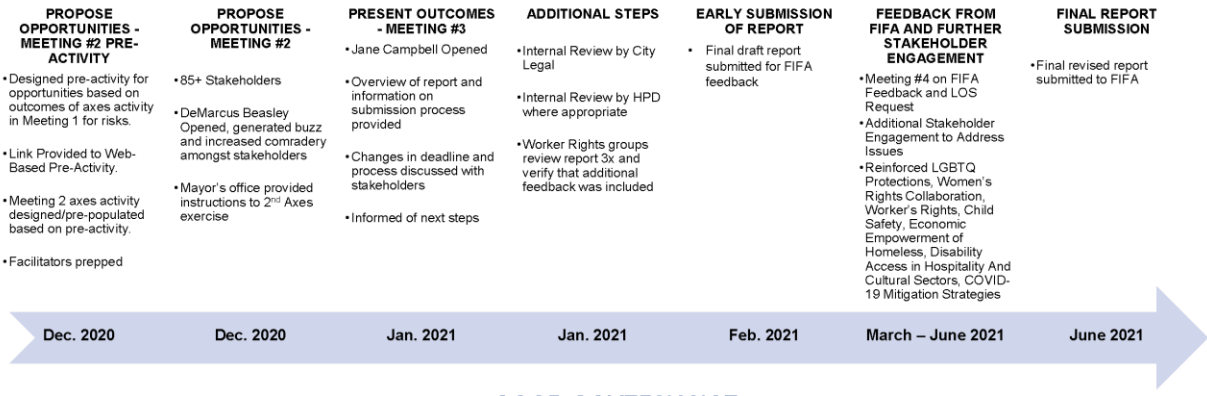
GOOD GOVERNANCE

TRANSPARENCY – ACCOUNTABILITY – OVERSIGHT

REDUCTION IN HUMAN RIGHTS ABUSES



HOUSTON'S 2026 WORLD CUP BID COMMITTEE STAKEHOLDER ENGAGEMENT PROCESS –GOOD GOVERNANCE



GOOD GOVERNANCE
TRANSPARENCY – ACCOUNTABILITY – OVERSIGHT
REDUCTION IN HUMAN RIGHTS ABUSES



HOUSTON'S 2026 WORLD CUP BID COMMITTEE EXTERNAL STAKEHOLDER INPUT - LETTERS OF SUPPORT

- 16 letters of support from 20 organizations - 5 organizations signing on with the local chapter of the AFL-CIO, 3 COH Departments/Divisions.





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