



# **BUILDING TRUST WITH AMERICA'S ATHLETES**

2024 - 2026 Strategic Plan

# EXECUTIVE SUMMARY

Since opening our doors, the U.S. Center for SafeSport (“Center”) has become the nation’s leader in safe sport practices and a model for building safeguarding programs globally.

The Center has successfully developed processes to fairly investigate allegations of abuse and misconduct; listed more than **2,000** individuals on the Centralized Disciplinary Database; established policies to guide interactions with minors participating in sport; released **dozens of** prevention and education courses, with more than **5MM** trainings completed; audited **100%** of NGBs (National Governing Body), including the USOPC (U.S. Olympic & Paralympic Committee); and solidified the organization’s infrastructure to meet and manage the long-term needs of the Olympic & Paralympic Movement.

Recognizing that some of those needs have shifted, the Center finds itself at an inflection point.

The U.S. Center for SafeSport’s 2024-26 Strategic Plan is a reflection on the past, an acknowledgement of the need for change and improvement, and an eye towards the future. The Center will bolster our efforts to make athlete well-being the centerpiece of our nation’s sports culture through abuse **prevention**, education, and **accountability** while focusing intently on engaging athletes throughout the Olympic & Paralympic Movement, further understanding the needs of the Movement **at every level**, and leveraging data and learnings to build a more **robust prevention** education program.

**2,000+**   
**INDIVIDUALS**  
ON THE CENTRALIZED  
DISCIPLINARY DATABASE

   
**5+ MILLION**  
SAFESPORT COURSES  
COMPLETED

**100%**   
**NGBS AUDITED**

# WE ARE HERE

- The Center is entering its next phase of growth
- We accelerated quickly with a committed and skilled team
- The Center has transitioned to a structured business with clear governance and processes
- Operations focus has been on developing the cohesive culture necessary to define deliberate policies, protocols, work practices, build effective teamwork, and create a foundation for long-term results
- The 2021-23 Plan laid the foundation for where we are today

**2024-2026**

# CORE FOCUS AREAS

## ACCOUNTABILITY

Drive culture change through individual and organizational accountability throughout the Olympic and Paralympic movement and Ensure consistent and timely execution of the Center's primary functions.

## REACH

Deliver relevant resources and consistent messaging to athletes, participants, and core stakeholders around SafeSport culture, prevention education, and investigative processes.

## PARTNERSHIP

Cultivate partners to support survivors; drive understanding and usage of prevention education; drive research opportunities; and share knowledge and best practices with the global sporting community.

## PREVENTION

Build a robust prevention education strategy and program to support the SafeSport model and increase awareness and understanding of how to prevent sexual, emotional and physical abuse and misconduct.

## SUSTAINABILITY

Fortify the infrastructure of the Center through culture building, technology investment, and diversifying revenue streams.

## By 2026...

- ✓ Complete 5 Million trainings focused on recognizing and preventing abuse and misconduct
- ✓ Evaluate and update SafeSport Investigative process
- ✓ Increase capacity of *NGBs and LAOs* to better recognize and address emotional abuse and misconduct at the Club level
- ✓ Build a robust library of resources to prevent emotional and physical abuse and misconduct
- ✓ Build and implement a sanctioning education program
- ✓ Strengthen collection and analysis of *internal data* to support the prevention education strategy, forge relationships with external research partners, and formalize the *SafeSport Model*
- ✓ Build collaborative relationships with *survivor centered groups* and organizations to build trust and understanding with athletes.
- ✓ Launch annual campaigns and working groups to enhance brand recognition with athletes and the public
- ✓ Build relationships with leading *international sporting organizations* to share learnings and increase awareness of the organization on the global stage.
- ✓ Develop athlete-centered *strategic marketing* and communications plan to support usage and understanding of SafeSport practices, policies, and resources
- ✓ Execute a *business development* and corporate outreach strategy to support long term financial growth and sustainability
- ✓ Work towards 6-month financial reserves

# ACCOUNTABILITY

Drive culture change through individual and organizational accountability throughout the Olympic and Paralympic movement and ensure consistent and timely execution of the Center's primary functions.

1

## **NGB/LAO Accountability**

Increase capacity of NGBs and LAOs to better recognize and address emotional abuse and misconduct at the Club level

2

## **Investigative Process**

Conduct a thorough review of SafeSport investigative polices and processes and publish findings to drive consistency, support ongoing usage and build trust with athletes

3

## **Center Accountability – Infrastructure/Sustainability**

Identify responsive staffing and technology solutions to support investigations and Center operations

# REACH

Deliver relevant resources and consistent messaging to athletes, participants, and core stakeholders around SafeSport culture, prevention education, and investigative processes.

1

## Athlete Engagement

Develop athlete-centered strategic marketing and communications plan to support usage and understanding of SafeSport practices, policies, and resources

2

## Public Engagement

Increase understanding and usage of Center services and functions through enhanced accessibility, resource development and deployment

3

## Olympic & Paralympic Games

Support Team USA, Games stakeholders, and host cities to support understanding of how to recognize, respond, and report abuse

# PARTNERSHIP

Cultivate partners to support survivors; drive understanding and usage of prevention education; drive research opportunities; and share knowledge and best practices with the global sporting community.

1

## Survivors

Build collaborative relationships with survivor centered groups and organizations to build trust and understanding with athletes.

2

## Response & Resolution

Build collaborative relationships with organizations and agencies supporting child sexual abuse investigations.

3

## Global

Build relationships with leading international sporting organizations to share learnings and increase awareness of the organization on the global stage.

4

## Coaches and Athletes

Build relationships with organizations and outlets serving coaches and athletes to support culture change.

5

## Research

Fortify data collection policies and practices to build relationships and support initiatives impacting sport culture and athlete safety.



# PREVENTION

Build a robust prevention education strategy and program to support the SafeSport model and increase awareness and understanding of how to prevent sexual, emotional and physical abuse and misconduct.

1

## **Build Culture of Understanding**

Build and enhance data-informed safety policies and prevention education content

2

## **Minor Athletes**

Execute strategy to increase usage and understanding of SafeSport resources and services by athletes

3

## **Quality Data and Evaluation**

Strengthen collection and analysis of internal data to support the prevention education strategy, forge relationships with external research partners, and formalize the SafeSport Model

# SUSTAINABILITY

Fortify the infrastructure of the Center through culture building, technology investment, and diversifying revenue streams.

## 1

### **Infrastructure**

Identify new and strengthen existing technology solutions to support the Center's mission and engagement with NGBs and their members.

## 2

### **Funds Development**

Execute a business development and corporate outreach strategy to support long term financial growth and sustainability.  
Work towards a 6-Month financial reserve

# OUR ROADMAP

## 2024

- Consistently execute core functions
- Review and update SS Code and R&R processes, publish substantive changes
- Launch survivor engagement strategy to support understanding and inform process
- Complete 2MM trainings
- Launch athlete engagement and feedback strategy
- Develop long-term strategy to support NGB and LAO training, including investigative support (define)
- Execute long-term training and prevention education strategy
- Execute Phase 2 of Accessibility Plan
- Develop SafeSport Connect
- Develop Sanctioning Education Plan
- Support 2024 Olympic & Paralympic Games
- Formalize data collection processes and protocol to support prevention education strategy
- Develop a responsive staffing plan to support growing needs of O&P Movement (if we keep, roll in training)
- Develop diverse financial strategy to support long-term sustainability
- Release updated MAAPP and Resources for 2025 implementation
- Develop long-term strategy to support global engagement

## 2025

- Consistently execute core functions
- Release 2025 MAAPP and support NGB compliance
- Release renovated Core courses
- Complete 1.5MM trainings
- Strengthen athlete engagement and feedback strategy
- Host NGB Summit
- Execute long-term prevention education strategy
- Execute Phase 3 of Accessibility Plan
- Enhance data collection and analysis to support prevention education strategy
- Develop strategy to support student athletes
- Execute a responsive staffing plan to support growing needs of O&P Movement
- Execute diverse financial strategy to support long-term sustainability
- Develop and test SafeSport Model
- Annually review investigative processes and publish substantive changes

## 2026

- Consistently execute core functions
- Complete 2MM trainings
- Support 2026 Olympic & Paralympic Games and 2027 PanAm Games
- Execute long-term prevention education strategy
- Execute a responsive staffing plan to support growing needs of O&P Movement
- Execute diverse financial strategy to support long-term sustainability
- Review and update SafeSport Code and investigative processes, publish substantive changes

# CONCLUSION

Executing this strategy will require the Center to invest in staff and technology solutions; utilize data to launch and evaluate education resources; and increase marketing and communications efforts to increase awareness of the Center and earn greater trust with athletes. As such, a detailed road map, comprehensive goals and benchmarks, and a 3-year financial forecast have been developed in tandem with this plan to ensure the Center can meet these goals and timelines.

Additionally, the Center will continue to refine our processes and learn from our data and those that interact with the organization. While this plan charts our path forward, it is a **living document**, and as such, is subject to change based on the needs of the Olympic & Paralympic Movement.