



2026-28 STRATEGIC PLAN



Our Path Forward to LA28 and Beyond





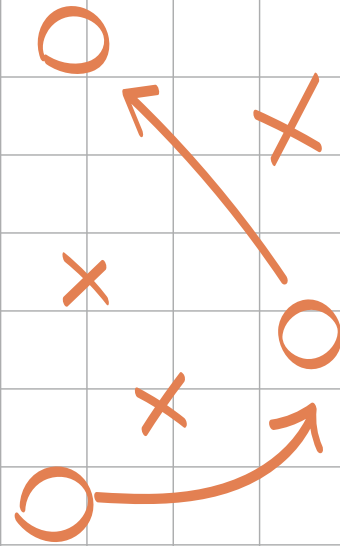
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MESSAGE

FROM THE CEO

DEAR SAFESPORT COMMUNITY,

When I joined the U.S. Center for SafeSport, I brought with me a deep belief that sport has the power to change lives, and an equally deep conviction that sport must be safe for everyone who participates. As an Olympic gold medalist, and mom of athletes, I know firsthand that sport can change the trajectory of someone's life. I also know how much is at stake when the environment fails to protect. That is why this work matters so much to me personally, and why I am committed to leading this organization with urgency, integrity, and a clear sense of purpose. And that starts with a clear roadmap.

Our strategic plan started with listening. It is informed by a comprehensive culture audit and a broad-based stakeholder listening effort designed to better understand the experiences, expectations, and priorities of those we serve. We engaged a wide cross-section of our community, including athletes, National Governing Bodies (NGBs), Local Affiliated Organizations (LAOs), coaches, parents, officials, survivor advocates, and our staff, to identify the key drivers of trust, barriers to effectiveness, and where the SafeSport experience must improve.

ACCORDINGLY, THIS PLAN FOCUSES ON THREE STRATEGIC PRIORITIES:

1. Enhancing our programs and service delivery,
2. Deepening stakeholder trust and engagement, and
3. Strengthening organizational effectiveness and building a sustainable, scalable operating model.

Together, these priorities reflect what I believe it takes to lead with credibility: do the internal work, show up consistently for the communities we serve, and deliver on what we promise.

The Los Angeles 2028 Olympic and Paralympic Games give us a horizon to aim for and a moment to show the world what safeguarding in sport can look like when it is done right. I won gold in LA in 1984 and it is my mission to return in 2028 with a gold-medal plan for athlete safety.

I am excited about what we can accomplish together, and I am grateful to everyone who is part of building a stronger, steadier, and more hopeful national sport safeguarding system.

BENITA FITZGERALD MOSLEY



Chief Executive Officer
U.S. Center for SafeSport
Olympic Gold Medalist, LA84

LISTENING & LEARNING ASSESSING THE LANDSCAPE

In the first quarter of 2026, under the leadership of the new CEO, the Center conducted a comprehensive strategic assessment that included consultations with key stakeholders.

THROUGH:

01

Listening and Reflection

02

Strategy Development

03

Plan Formation

The outcome of this process was a new three-year strategic plan that positions the Center for success in athlete safeguarding on the road to the LA28 Games, beyond, and everything in between.

INSIGHTS WERE GATHERED FROM:

1,122

Survey Responses

23

1-1 Interviews

5

Focus Groups

40+

Sports



STAKEHOLDER FEEDBACK

Feedback from stakeholders indicated broad alignment around the importance of protecting athletes and creating safer, more accountable sport environments. This was coupled with a shared willingness across the ecosystem to support the Center in fulfilling its mission. SafeSport was recognized as helping raise awareness of abuse, boundaries, and appropriate behavior across sport. At the same time, gaps and opportunities for improvement remain, and five areas stood out.

FOCUS AREA RECOMMENDATIONS

- Increase speed and transparency of the Response & Resolution process
- Improve overall communication
- Standardize Response & Resolution decision-making frameworks and sanctioning outcomes
- Streamline training and audit requirements
- Clarify jurisdictional lines between SafeSport, NGBs, and LAOs



MISSION

WE LEAD THE MOVEMENT TO MAKE SPORT SAFER FOR ALL.

Sport is more than competition. It is a community. One that spans Olympic and Paralympic athletes on the world stage to young people just finding their footing in a local gym, pool, or court. SafeSport exists to protect everyone in that community.

2028 VISION OF SUCCESS

By the Los Angeles 2028 Olympic and Paralympic Games, we strive for the U.S. Center for SafeSport to be a model of operational excellence, trusted by athletes, stakeholders, and the global sport community.

SUCCESS LOOKS LIKE:

- Transparency and our high standards earn the trust of our staff, athletes, and stakeholders.
- Process excellence creates predictability and confidence in our ability to deliver on our mission.
- Our time-tested and innovative programming is sought after and drives impact.
- We are financially sustainable through sound fiscal management.
- Strong relationships and partnerships provide resources to accelerate our impact.
- We set the gold standard for safeguarding and culture change in sport.





OUR STRATEGIC PRIORITIES

Three interconnected priorities guide our work through 2028. Together, they reflect a deliberate focus on becoming a more effective, accountable, and resilient organization so that we can better serve athletes and the broader sport community. The following plan is grounded in the belief that we are a part of a wider and collaborative “SafeSport System,” which includes the USOPC, National Governing Bodies, local clubs and events, athletes, parents, and everyone with a stake in keeping sport safe.

STRATEGY 01:

ELEVATED PROGRAMS & EXPERIENCE

Elevate our programs and services to enhance understanding and the experience with SafeSport.



STRATEGY 02:

ATHLETE AND STAKEHOLDER TRUST & COORDINATION

Coordinate with our athlete and stakeholder communities to optimize safeguarding in sport.



STRATEGY 03:

ORGANIZATIONAL EXCELLENCE

Build a people-first culture and sustainable operating model that strengthens our capacity to deliver on our mission.





STRATEGY 01: ELEVATED PROGRAMS & EXPERIENCE

Elevate our programs and services to enhance understanding and the experience with SafeSport.

- **Response & Resolution Process:** Expedite the Response & Resolution of cases, improve efficiency and ease of navigation, increase communication throughout the process, amplify trauma-informed practices, and implement systems to ensure consistent decision making.
- **SafeSport System Coordination:** Streamline navigation of the SafeSport System while clarifying the Center's role and scope.
- **Audit Process Evolution:** Develop a prevention-focused audit framework for National Governing Bodies that drives organizational learning, accountability, and continuous improvement across the Olympic and Paralympic Movement.
- **Targeted Education:** Identify and develop role and sport-specific content, courses, training, and tools for athletes, parents, sport organizations, and other stakeholders.
- **Technology Improvements:** Improve access to on-demand education, reliable data and trends, and insight on the status of cases through technology investments.
- **Grooming Prevention & Response:** Implement policies, training, education, and data collection specifically to address grooming.



**EFFECTIVE SAFEGUARDING
REQUIRES PROGRAMS
THAT ARE EVIDENCE-
BASED, ACCESSIBLE, AND
CONTINUOUSLY IMPROVING.**



STRATEGY 02: ATHLETE AND STAKEHOLDER TRUST & COORDINATION

Coordinate with our athlete and stakeholder communities to optimize safeguarding in sport.

- **Stakeholder Engagement Model:** Engage athletes and external stakeholders to provide feedback through an annual community listening campaign, provide transparent reporting, and host signature public engagement events.
- **Field Engagement:** Deploy Center leadership and staff to key events in a non-audit capacity to foster relationships within the sport community.
- **Safety Culture Metrics:** Develop a process to measure culture change around sport safety across stakeholders and the broader public.
- **SafeSport Champions:** Activate an ambassador program to represent the Center in the community and forge connections with athletes.
- **SafeSport Summit:** In 2027, establish the annual Summit as the flagship event for safe sport collaboration and best practices.





STRATEGY 03: ORGANIZATIONAL EXCELLENCE

Build a people-first culture and sustainable operating model that strengthens our capacity to deliver on our mission.

A. People-First Culture & Capability:

Foster a people-first culture while growing professional and organizational capabilities.

- **Invest in our People:** Develop leadership capability through focused training programs, expanded wellness initiatives, and formalized recognition and reward programs that celebrate team members and reinforce our values.
- **Create a Culture of Accountability and Transparency:** Connect performance measurement to organizational goals, tie leadership performance to culture metrics, and increase two-way communication channels between staff and leadership.
- **Transform Human Resource Operations:** Enhance Human Resource systems and infrastructure to optimize the employee experience, boost productivity, and support long-term retention.

B. Sustainable Operating Model:

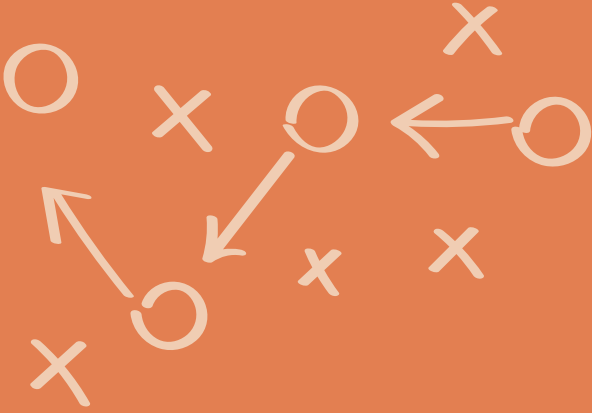
Build a sustainable operating model that capitalizes on targeted opportunities to generate additional resources.

- **Scalable Operating Model:** Enable organizational growth by strengthening internal policies and governance structures.
- **Revenue and Brand Expansion:** Launch a new e-commerce training platform, fundraising strategy, and consumer-friendly brand identity to generate resources, and increase public recognition and trust in the SafeSport mission.



**TRUST IS BUILT
THROUGH SUSTAINED,
MEANINGFUL
ENGAGEMENT,
NOT JUST
COMMUNICATION.**





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