



U.S. CENTER FOR SAFESPORT

2021 - 2023 STRATEGIC PLAN

Updated 06/30/22



Executive Summary

Three years ago, the U.S. Center for SafeSport (“Center”) was charged with what some called an impossible task – creating **systemic culture change** within the Olympic & Paralympic Movement.

Since opening our doors, the Center has developed processes to fairly investigate allegations of abuse and misconduct and sanctioned more than **800** individuals; established policies to guide interactions with minors participating in sport; released **10** prevention and education courses and trained more than **1MM** people; 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 over the past **three years**, our core mission remains– make athlete well-being the centerpiece of our nation’s sports culture through abuse **prevention**, education, and **accountability**.



Our Process

- ✓ Board Engagement
- ✓ Analysis of Core Functions and Long-Term Goals
- ✓ Input from Olympic & Paralympic Community, including athletes
- ✓ Multiple Internal Discussions
- ✓ Consultant Support

Key Considerations

- ✓ Current and Future Organizational Capacity
- ✓ Current and Future Case Loads
- ✓ Funding Levels
- ✓ Data Analysis & Available Metrics
- ✓ Movement Expectations
- ✓ COVID-19 and Return to Play
- ✓ SWOT Analysis

We Are Here

- The Center is a growing start-up non-profit organization
- The organization accelerated quickly with a committed and skilled team
- The organization 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

Where We're Headed

This strategic plan drives the organization towards long-term, **systemic culture change**, takes in to account the progress the Center has made, considers the risks that we face moving forward, and focuses on five core areas for growth and long-term success.

The Center will continue to drive a culture of safety, respect, and accountability in Olympic and Paralympic sport. The organization will build on effective and efficient investigations, prevention education, and accountability measures to ensure athletes, coaches, and others connected to the Olympic & Paralympic Movement have a safe and positive experience in sport. To accomplish these actions, the Center will focus on five core areas:

Accountability

Ensure consistent execution of investigations, audits, and prevention programs, and drive culture change through individual and organizational accountability throughout the Olympic and Paralympic Movement.

Reach

Build trust with athletes and sport communities by delivering relevant messaging to athletes, coaches, participants, parents, and other core stakeholders.

Prevention & Education Partnerships

Identify collaborative partners to secure research opportunities; share best practices, policies, and resources; and generate awareness of the Center.

Financial Sustainability

Develop a diverse funding program to supplement support received from the Olympic & Paralympic Movement and the federal government.

People Development

Build and develop the staff and Board of Directors to meet the growing needs of the Olympic & Paralympic Movement.

By 2023...

- Train **5 Million** Individuals to recognize and prevent abuse and misconduct
- Increase case resolution by **25%**
- Increase rates of exercised jurisdiction over allegations of emotional and physical abuse and misconduct by **25%***
- **Evaluate** the “SafeSport” Model
- Build a robust library of resources to **prevent** emotional and physical abuse and misconduct
- Implement a **sanctioning** education program
- **Annually** publish data to further culture change within the Olympic & Paralympic Movement
- Launch **annual** campaigns and working groups to enhance brand recognition with athletes and the general public
- Offer annual training to **100%** of NGBs and PSOs, their staff, and boards of directors
- Audit **100%** of NGBs and PSOs, driving **towards 100%** adoption and implementation of Center policies and procedures
- Work towards **6-month** financial reserves

* reflects an increase of 80 cases, up 25% from the 320 in these categories over which the Center accepted jurisdiction from inception to 5/21

Our Roadmap

2021

- Support culture change and growth with NGBs, PSOs, and USOPC through comprehensive education and compliance program
- Consistently execute core functions
- Release 2022 MAAPP and support compliance
- **Deliver 1 million trainings**
- Implement technology solutions to support the organization
- Leverage audit and case data to develop meaningful education and training tools
- Enhance brand recognition with athletes and the public
- Build diverse financial model to support long-term sustainability

2022

- Support culture change and growth with NGBs, PSOs and USOPC through comprehensive education and compliance program
- Consistently execute core functions
- **Increase trainings delivered by 10% over previous year**
- Leverage audit and case data to develop meaningful education and training tools
- Enhance brand recognition with athletes and the public
- Execute diverse financial model to support long-term sustainability
- Implement technology solutions to support the organization

2023

- Support culture change and growth with NGBs, PSOs and USOPC through comprehensive education and compliance program
- Consistently execute core functions
- **Increase trainings delivered by 10% over previous year**
- Leverage education, audit and case data to develop meaningful education and training tools and drive culture change in sport
- Execute diverse financial model to support long-term sustainability
- Develop key partnerships to enhance brand recognition with athletes and the public and facilitate
- Identify and implement ongoing technology solutions to support the organization

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.