

THE ARMY OF SURVIVORS

STRATEGIC PLAN

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EXECUTIVE SUMMARY

The Army of Survivors, Inc. ("The Army of Survivors" or "TAOS") is the only national organization specifically advocating for and supporting athlete survivors of sexual violence in sports, although the number of athletes who have experienced such abuse is staggering. These athletes' voices need to be heard. The Army of Survivors was created from a group of 40+ survivors of sexual violence. We come from a diverse group of athletes competing at all levels and representing various types of sports: we are gymnasts, divers, runners, softball players, volleyball players, football players, and more. Our unique history allows us to bring awareness to the systematic problem of sexual abuse of athletes. Our goal is to end sexual violence in sport by ensuring all perpetrators, those who collude with perpetrators, and those who fail to act are held accountable; creating transparency in reporting; building an environment where athletes do not fear retaliation when reporting abuse; and advocating for meaningful change that supports athlete survivors.

The Army of Survivors' board and staff, equipped with guidance from athlete survivors and currently available data, created its 2022 – 2024 Strategic Plan to guide its efforts toward movement building and social change. The goals relate to TAOS' three organizational pillars: Advocacy, Education, and Resources. The following is an overview of the goals and objectives included in the plan:

TAOS | 2022-2024 STRATEGIC PLAN



EDUCATION

RESOURCES



GOAL ONE ADVOCACY

Advocate for inclusive, diverse, and trauma-informed national and international laws and policies that support survivors of sexual abuse in sports.

GOAL TWO EDUCATION

Provide inclusive, diverse, and traumainformed education related to sexual abuse in sports.

GOAL THREE **RESOURCES**

Provide inclusive, diverse, and traumainformed support related to sexual abuse in sports. Garner public support for and promote athletes' rights.

 Elevate and be guided by survivors' voices in advocacy efforts.

Reform laws related to the sexual assault of minors.

- Coordinate with other organizations on advocacy efforts.
- Expand communication channels for advocacy efforts.

 Create a menu of trainings and corresponding curricula to conduct training and technical assistance for athlete organizations, athletes themselves and other stakeholders.

- Generate funding through educational
 opportunities to enhance sustainability.
- Implement the Compassionate
 Coach program.

 Create resource material that supports athlete survivors, secondary survivors, allies, and the community.

 Create an Athlete Survivor Leadership Network (ASLN).

 Enhance TAOS sustainability through new funding sources.

- Coordinate and collaborate with allied agencies/organizations and the Athlete Survivor Leadership Network to create resources.
- → Ensure resources are created with, and for, diverse groups of survivors.

WE WILL CONTINUE AS SURVIVORS TO SUPPORT **ADVOCACY ACROSS THE** NATION, TO MAKE SURE THESE BILLS GET PASSED, TO MAKE SURE WE HAVE A VOICE AND THAT WE ARE EMPOWERING SURVIVORS AND CHANGING THE CONVERSATION AROUND SEXUAL ASSAULT.

- GRACE FRENCH, TAOS BOARD PRESIDENT AND CO-FOUNDER

TAOS | 2022-2024 STRATEGIC PLAN

The Army of Survivors, Inc. 2022-2024 Strategic Plan, is approved by the following:

Grace French, Board President & Founder

Louise Harder, Board Treasurer and Strategist

Dr. Danielle Moore, Board Secretary

Mary Cain, Board Director

Dwight Hicks, Board Director

John-Michael Lander, Board Director

Desire Vincent Levy, Board Director

Alexander S. Rusek, Board Director

Julie Ann Rivers-Cochran, Executive Director

Alyssa Girardi, Director of Marketing & Communications

Additional thanks to the following founding TAOS Board Members: Honorable Judge Rosemarie Aquilina, Senator Curtis Hertel, Jr., Sara Teristi, and Olivia Venuto.



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MORETHANA MEDAL

VISION

To eliminate sexual violence in sports.

MISSION

Bring awareness, accountability, and transparency regarding the sexual violence of athletes at all levels.

LEGAL PURPOSE

The purpose or purposes for which The Army of Survivors, Inc. was formed are: exclusively for charitable purposes and for the prevention of cruelty to children, including for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, and herein stated as follows: to advocate for survivors of childhood sexual abuse, to raise awareness of the prolific nature of childhood sexual abuse, and to support efforts to end childhood sexual abuse.

BRAND PLATFORM

Imagine getting the courage to speak up about something that happened to you, only to be told you misunderstood, or you must be wrong. Imagine that happening hundreds of times. This is the type of abuse that led to the creation of The Army of Survivors. As athletes across many types of sports, and survivors of sexual abuse, we were joined together through incredibly traumatic circumstances. We lifted each other up when we were in our darkest moments, and now we work to be the support that survivors of sexual violence in athletics desperately need.

The Army of Survivors stand together to create a culture where sexual assault and abuse survivors feel safe and supported when speaking their truth. We support survivors and work to change society through resources, advocacy, and education. We strive to bring awareness, accountability, and transparency regarding sexual violence against athletes at all levels. Our hope is that someday, sexual violence will no longer exist in sports.



CORE VALUES

- \rightarrow Empower athlete survivors to know their rights including their right to report sexual abuse if they choose to do so.
- \rightarrow Create a zero-tolerance policy for sexual abuse in sports.
- \rightarrow Support athlete survivors through the development of resources, allowing survivor athletes to guide our efforts, and developing partnerships with allied organizations.
- \rightarrow Advocate for survivors by demanding change to hold abusers and enablers accountable.



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STRATEGIC PLAN GOALS, OBJECTIVES, AND ACTIVITIES



Advocate for inclusive, diverse, and trauma-informed national and international laws and policies that support survivors of sexual abuse in sports.

TAOS | 2022-2024 STRATEGIC PLAN

ADVOEAG

OUR GOAL





OBJECTIVE 1: **GARNER PUBLIC SUPPORT FOR AND TO PROMOTE ATHLETES' RIGHTS.**

Activity 1:

Create a mechanism for professional athletes to publicly Rights on social media.

Activity 2:

Recruit a national sponsor to promote athletes' rights a

Activity 3:

Develop and disseminate model athlete safeguarding por prevention and trauma-informed practices in sports orga

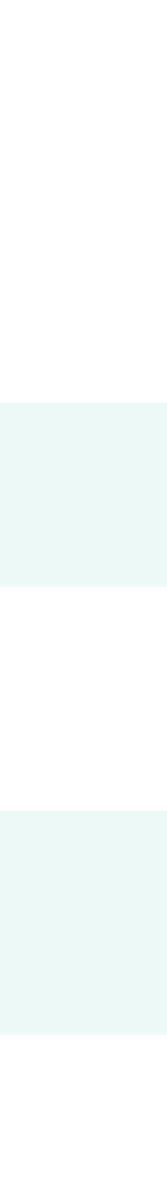
Activity 4:

Partner with national and international organizations wind public support for and to promote athletes' rights.

Measurable Outcome(s):

Athlete Bill of Rights and Athlete Safeguarding Policies completed and available for public consumption. Social Media Campaign completed to promote Athlete Bill of Rights. Partnered with organizations with similar missions to promote athlete rights and safeguarding.

ly support the Athletes' Bill of	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Dec 2022	Dec 2023
and well-being in sports.	Person(s) Responsible:	Start Date:	End Date:
	TAOS Board and Staff	July 2022	Dec 2024
oolicy(ies) for sexual assault	Person(s) Responsible:	Start Date:	End Date:
ganizations.	TAOS Board and Staff	Mar 2022	Mar 2023
with similar missions to garner	Person(s) Responsible:	Start Date:	End Date:
	TAOS Board and Staff	July 2022	Ongoing



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OBJECTIVE 2: ELEVATE AND BE GUIDED BY SURVIVORS' VOICES IN ADVOCACY EFFORTS.

Activity 1:

Conduct focus groups and survey(s) with a diverse grou advocacy priorities.

Activity 2:

Create a diverse Athlete Survivor Leadership Network t advocacy efforts (see resources goal).

Activity 3:

Create an athlete survivor speakers' bureau, with a libra spread the word on advocacy priorities through survivo

Measurable Outcome(s):

Focus groups and surveys completed. ASLN offered input and guidance regarding advocacy priorities. Athlete survivor speakers' bureau created.

oup of athlete survivors to assess	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Jul 2023	Jul 2024
to guide programming and	Person(s) Responsible:	Start Date:	End Date:
	TAOS Board and Staff	Jul 2023	Ongoing
orary of survivors' stories, to help	Person(s) Responsible:	Start Date:	End Date:
for voices.	TAOS Board and Staff	Jun 2022	Ongoing



OBJECTIVE 3: **REFORM LAWS RELATED TO THE SEXUAL ASSAULT OF MINORS**

Activity 1:

Collect data to inform policy recommendations.

Activity 2:

Allocate funding and resources to conduct legislative ac

Activity 3:

Raise funds to hire a legislative advocacy consultancy.

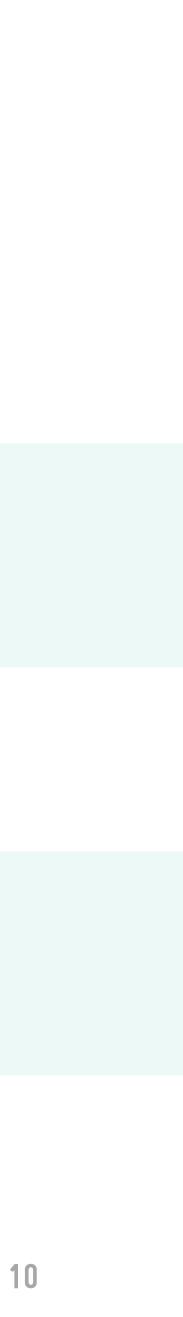
Activity 4:

Engage in activities to promote new or reform existing l regarding sexual assault.

Measurable Outcome(s):

Data collected. Legislative advocacy consultancy hired. Legislative advocacy training completed. Engaged in activities to promote laws that support athletes regarding sexual assault.

	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Jun 2022	Ongoing
advocacy trainings for survivors.	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Jan 2022	Nov 2022
	Person(s) Responsible:	Start Date:	End Date:
	TAOS Board and Staff	Jan 2022	July 2022
laws that support athletes	Person(s) Responsible:	Start Date:	End Date:
	TAOS Board and Staff	Jan 2022	Ongoing



OBJECTIVE 4: **COORDINATE AND PARTNER WITH OTHER ORGANIZATIONS ON ADVOCACY EFFORTS**

Activity 1:

Engage with organizations with similar missions to adv (including ending of sponsorships) of entities that cover

Activity 2:

Secure at least one corporate sponsorship and support advance advocacy efforts and generate revenue.

Measurable Outcome(s):

Partnered with organizations with similar missions to advocate for accountability of entities that cover up athlete abuse. Secured one corporate sponsorship to advance advocacy efforts.

vocate together for accountability	Person(s) Responsible:	Start Date:	End Date:
er up abuse.	TAOS Board and Staff	Jun 2022	Ongoing
rt from well-known athlete(s) to	Person(s) Responsible:	Start Date:	End Date:
	TAOS Board and Staff	Mar 2022	Dec 2024

OBJECTIVE 4: **EXPAND COMMUNICATION CHANNELS FOR ADVOCACY EFFORTS**

Activity 1:

Explore new communications channels such as a podcas that will advance TAOS' mission and highlight survivors

Activity 2:

Create social media campaign with the Athlete Survivor highlighting survivors' voices and experiences.

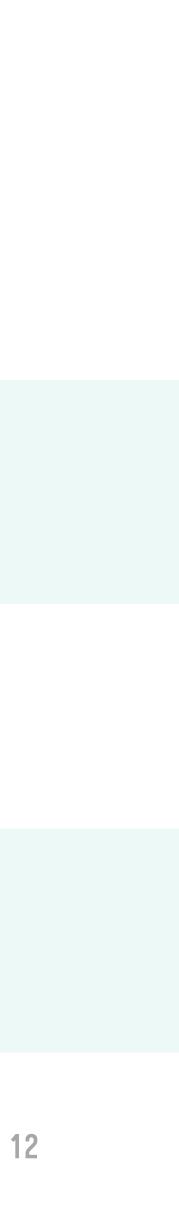
Activity 3:

Utilize Facebook Live, Instagram takeovers, and/or othe survivor interviews, panel discussions, and film screen

Measurable Outcome(s):

Expanded communications channels for advocacy efforts. Created social media campaign with the ASLN and utilized Facebook Live, Instagram takeovers and or/other social media platforms for survivor interviews, panel discussions, and or film screenings online.

ast or new social media platforms rs' voices.	Person(s) Responsible: TAOS Staff	Start Date: Jul 2022	End Date: Ongoing
or Leadership Network (ASLN)	Person(s) Responsible: TAOS Staff and Board with ASLN	Start Date: Jul 2023	End Date: Dec 2024
ner social media platforms for nings online.	Person(s) Responsible: TAOS Staff and Board with ASLN	Start Date: Jul 2022	End Date: Ongoing



STRATEGIC PLAN GOALS, OBJECTIVES, AND ACTIVITIES



TAOS | 2022-2024 STRATEGIC PLAN

EDUCATION

OUR GOAL

Provide inclusive, diverse, and trauma-informed education related to sexual abuse in sports.



OBJECTIVE 1: **EXPAND COMMUNICATION CHANNELS FOR ADVOCACY EFFORTS**

Activity 1:

Create corresponding curricula for virtual and/or in-pe

Activity 1:

Set fee structure for trainings.

Measurable Outcome(s):

Created a menu of trainings, curricula and fee structure.

*Trainings may include, but are not limited to topics such as the following: Shades of Racism and Rape, Sexual Assault Prevention, Dynamics, and Prevalence in Sports (Include Power and Control Wheel), How to Write a Victim Impact Statement and Tell Your Story, Parent Training, Mental Health First Aid, How to Be An Ally to Sexual Assault Survivors in Sports, Training for RAINN, law enforcement, and other partners on athlete specific dynamics, Survivor Leadership Training, Media Training: How to Interview Survivors and/or general information about sexual assault in sport such as information on assault with the absence of consent, Athlete Sexual Abuse Against Other Athletes

	Person(s) Responsible:	Start Date:	End Date:
erson delivery for trainings*	TAOS Staff	Jul 2022	Ongoing
	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Jun 2023	Jan 2024

OBJECTIVE 2: GENERATE FUNDING THROUGH EDUCAT **OPPORTUNITIES TO ENHANCE SUSTAINABILITY**

Activity 1:

Explore online course sale options to generate funding.

Activity 2:

Secure paid speaking opportunities.

Activity 3:

Seek grant funding for events, trainings, data collection,

Activity 4:

Explore options to monetize Compassionate Coach in the pilot referenced below), particularly for large entities.

Measurable Outcome(s):

Explored online course sale options to generate funding, secured paid speaking opportunities, sought grant funding opportunities for events, trainings, data collection, and evaluation, and explored options to monetize Compassionate Coach.

-	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Jan 2023	Dec 2024
	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Jul 2022	Ongoing
n, and evaluation.	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Jan 2022	Ongoing
he future (after completion of the	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff and Board	Jul 2023	Dec 2023



OBJECTIVE 2: IMPLEMENT THE COMPASSIONATE COACH PROGRAM

Activity 1:

Create Compassionate Coach specific training for coache

Activity 2:

Conduct small pilot program.

Activity 3:

Evaluate, improve, and consider options for replication establishment of the Athlete Survivor Leadership Netwo

Measurable Outcome(s):

Created and then conducted pilot of Compassionate Coach training for coaches. Explored creating Compassionate Coach for parents, athletes, and/or other populations that work with athletes. Evaluated, improved and considered options for the replication of Compassionate Coach post the establishment of the ASLN.



hes, parents, and athletes.	Person(s) Responsible:	Start Date:	End Date:
	TAOS Board and Staff	Jan 2022	Jun 2022
	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Mar 2022	Jul 2022
n in three years after the	Person(s) Responsible:	Start Date:	End Date:
vork.	TAOS Staff	Jul 2022	Dec 2022



STRATEGIC PLAN GOALS, OBJECTIVES, AND ACTIVITIES



TAOS | 2022-2024 STRATEGIC PLAN

RESOURCES

OUR GOAL

Provide inclusive, diverse, and trauma-informed support related to sexual abuse in sports.



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OBJECTIVE 1:

Activity 1:

Develop Power and Control Wheel for Athlete Survivors

Activity 2:

Develop an online toolkit for clubs, gyms, and other cor supporting survivors and appropriate athlete/coach rel

Activity 3:

Develop QR Codes for survivors to access resources for care materials.

Activity 4:

Ensure athlete survivors have a guide that offers a clear u involved in reporting sexual assault including, but not lim where to access support and resources, and what to expe include information via flowcharts, infographics, videos, ar

Measurable Outcome(s):

Developed Power and Control Wheel for athlete survivors, an online toolkit, QR codes and the guide for survivors.

CREATE RESOURCE MATERIAL THAT SUPPORTS ATHLETE SURVIVORS, SECONDARY SURVIVORS, ALLIES, AND THE COMMUNITY

rs of Sexual Assault	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Feb 2022	Jul 2022
ommunity institutions on	Person(s) Responsible:	Start Date:	End Date:
elationships.	TAOS Staff	Jul 2022	Dec 2024
or reporting, healing, and self-	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff and Contractor	Jul 2022	Dec 2024
understanding of the processes nited to reporting mechanisms, ect after reporting. This may and/or audio files.	Person(s) Responsible: TAOS Staff and Board	Start Date: Jan 2023	End Date: Dec 2024



OBJECTIVE 2: **CREATE AN ATHLETE SURVIVOR** LEADERSHIP NETWORK (ASLN)

Activity 1:

Create online and in-person forums for athlete survivors to ci to survivors when needed, and ensure TAOS efforts are cont

Activity 2:

Conduct listening sessions with Athlete Survivor Leader feedback and seek future ASLN efforts.

Activity 3:

Explore best online forums for the network including, but Instagram, and Slack.

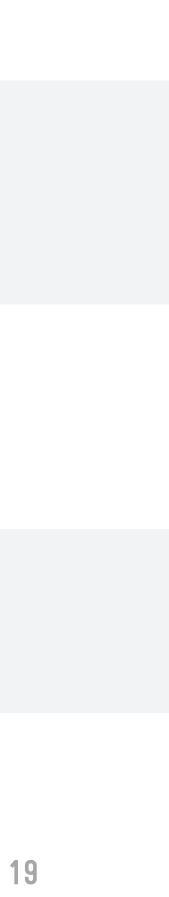
Activity 4:

Determine if members of the Network would like to con

Measurable Outcome(s):

Established online and in-person athlete survivor forums. Conducted listening sessions with the ASLN and determined if they would like Survivor Speak Outs to continue. Explored online forums for the ASLN.

create relationships, to offer support	Person(s) Responsible:	Start Date:	End Date:
ntinuously led by survivors.	TAOS Staff	Jul 2023	Jun 2024
ership Network to receive	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Jul 2023	Ongoing
but not limited to: Facebook,	Person(s) Responsible:	Start Date:	End Date:
	TAOS Board, Staff and ASLN	Jul 2023	Ongoing
ntinue Survivor Speak Outs.	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Jul 2023	Dec 2023



OBJECTIVE 3: **COORDINATE WITH ALLIED AGENCIES/ORGANIZATIONS AND THE ATHLETE SURVIVOR LEADERSHIP NETWORK TO CREATE RESOURCES**

Activity 1:

Explore existing sexual assault phone applications and deter other online resources.

Activity 2:

Create a power map of different organizations doing re intersect with TAOS.

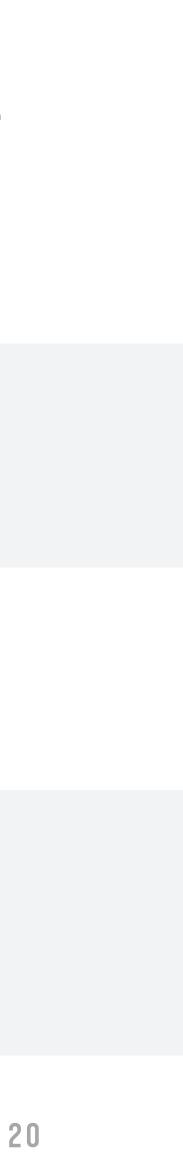
Activity 3:

Create a tool that describes who's who of sports govern responsibilities specific to disclosures of abuse by athle

Measurable Outcome(s):

Explored existing sexual assault phone applications and determined if gaps exist in applications as well as online. Created a power map of different organizations doing related work and how they intersect with TAOS. Created a tool describing who's who of sports governing bodies, their roles and responsibilities specific to disclosures of abuse by athletes and whistleblowers.

ermine if there are gaps in apps and	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Sept 2022	Feb 2023
elated work and how they	Person(s) Responsible:	Start Date:	End Date:
	TAOS Board and Staff	Mar 2022	Mar 2023
rning bodies, their roles and	Person(s) Responsible:	Start Date:	End Date:
letes and whistleblowers.	TAOS Board and Staff	Jan 2022	Jun 2022



OBJECTIVE 4: **ENHANCE TAOS SUSTAINABILITY THROUGH NEW FUNDING SOURCES**

Activity 1:

Cultivate individual donors.

Activity 2:

Build relationships with one new foundation each year.

Activity 3: Host one major fundraising event each year (5K, art-bas

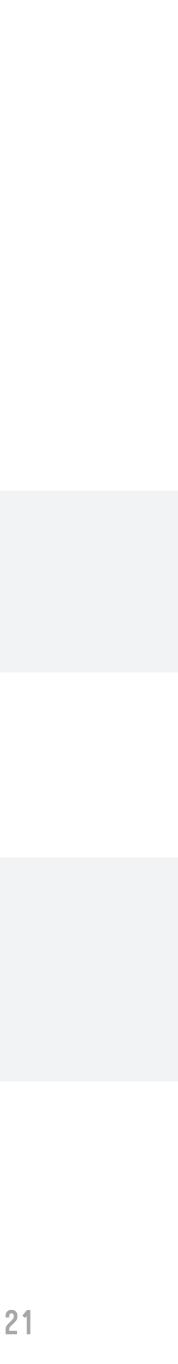
Activity 4:

Integrate fundraising opportunities, including corporate of TAOS' events.

Measurable Outcome(s):

Cultivated individual donors, built relationships with one new foundation each year, hosted a major fundraising event each year and integrated fundraising opportunities within TAOS' events.

	Person(s) Responsible:	Start Date:	End Date:
	TAOS Board & Staff	Jan 2022	Ongoing
-	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff and Board	Jan 2022	Dec 2024
ased event, etc.)	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff and Board	Jan 2022	Dec 2024
e sponsorships, within a majority	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff and Board	Jul 2023	Ongoing



OBJECTIVE 4: **ENSURE RESOURCES ARE CREATED WITH AND FOR DIVERSE GROUPS OF SURVIVORS**

Activity 1:

Diversify TAOS Board.

Activity 2: Diversify TAOS Staff.

Activity 3:

Establish an accessible database of local, national, and the same as or have overlap with toolkits).

Activity 4:

Ensure Athlete Survivor Leadership Network is made u survivors.

Measurable Outcome(s):

Diversified TAOS Board and Staff and ensured the ASLN is diverse. Established an accessible database of resources.

	Person(s) Responsible:	Start Date:	End Date:
	TAOS Board	Jan 2022	Ongoing
	Person(s) Responsible:	Start Date:	End Date:
	TAOS ED	Jan 2022	Ongoing
d international resources (may be	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Jan 2022	Ongoing
up of a diverse group of	Person(s) Responsible:	Start Date:	End Date:
	TAOS Staff	Jul 2022	Ongoing





Content warning: Mention of abusers' names, sexual violence, and police brutality.

This TAOS Strategic Plan was written to guide the next three years of work for the organization. However, the TAOS board and staff fully recognize that goals, objectives, activities, and timelines will need to be adjusted based on pertinent environmental factors. The contextual factors described below are just some of the major influencing issues that occurred prior to and during the development of the 2021 – 2024 Strategic Plan.

TAOS | 2022-2024 STRATEGIC PLAN





COVID-19 PANDEMIC

On January 21, 2020, The World Health Organization (WHO) confirmed the first case of the coronavirus in the United States of America (USA). On February 3, the USA declared a public health emergency due to the coronavirus outbreak and on February 11, the WHO declared the coronavirus/COVID-19 a pandemic. In the months following, the world and the ways people worked and communicated changed drastically. Many who were once working in offices began working remotely and organizations that once relied on face-to-face interactions to do business worked to shift their operations to virtual when possible and appropriate. In the first year of the pandemic, there were over 500,000 deaths from COVID-19 in the USA and in August 2020, the coronavirus was the third leading cause of death in the country, impacting communities of color at a higher rate than white communities.

As vaccines were developed and administered, and new variants of the virus emerged, the world continued to live with the pandemic in full focus in 2021. The pandemic required organizations to regularly reassess and shift their priorities, operations, and activities. TAOS made decisions about program operations with the pandemic in mind to ensure the safety of staff and the survivors served by the organization. One such way the organization did this was by offering remote advocacy events such as "Survivor Speak Outs" and online panel discussions. The organization utilized social media to distribute a large amount of its communications and continued to assess what additional platforms needed to be utilized not only to meet the challenge of the pandemic but also to continue organizational development as the world moved largely to digital/online communication forums.

TRAUMA WARNING

THE FIGHT FOR RACIAL JUSTICE

On May 25, 2020, George Floyd, a Black man was murdered by Derek Chauvin, a police officer, during an arrest after a store clerk suspected he may have used a counterfeit \$20 bill in Minneapolis, MN. Chauvin knelt on Floyd's neck and back for 9 minutes and 29 seconds. After his death, protests against police brutality, especially towards Black people, quickly spread across the United States and the world. This movement, which was emboldened by tragedy, increased many organizations' efforts toward the desperate need to promote racial justice and equity. Systemic racism permeates our systems and culture, and athletics are no exception.

In 2020, TAOS partnered with I'm a Survivor Inc., She Will Speak Series, Voices of Hope, Voices Beyond Assault, and author Astrid Ferguson for an educational event titled Shades of Racism in Rape about the intersectionality of race and sexual violence. The event discussed racism in sexual violence, the underrepresentation of victims of color in the justice system, and how best to support survivors of color. The Army shared statistics about sexual assault and abuse in sport with BIPOC and LGBTQIA+ communities through social media including Facebook, Twitter, and Instagram accounts for multiple months. Resources from this campaign are available now on the TAOS website.

The 2022 – 2024 Strategic Plan was created with racial justice as a central focus and TAOS recognizes the need for diverse and inclusive services and programs. TAOS has committed to diversifying its board and staff, ensuring data is collected from a diverse group of athlete survivors, and being led in all of its efforts by the voices and guidance from survivors who are Black and brown, LatinX, Indigenous, Asian, LGBTAI+, living with a disability, and others who identify as people of color or with other historically oppressed and marginalized groups.







TRAUMA WARNING **SAFESPORT DATA**

Also in 2021, the U.S. Center for SafeSport published the following statistics from a survey they conducted among athletes:

Nearly 68% of athletes who experienced unwanted sexual contact or sexual harassment indicated that they did not feel they had a place to talk about their sexual harm experiences with their governing body of sport.

6.7% of athlete participants who reported experiencing sexual harm indicated that they had made a formal report/complaint about unwanted sexual harassment or sexual contact they experienced during their involvement with the sport.

Those who have been an NCAA or NAIA varsity athlete (13.9%) were more likely to have reported their experience with sexual harm compared with those who have not been a varsity athlete (4.1%).

27.5% of athlete participants think sexual, emotional, or physical misconduct is a problem in their sport – but far more (48%) are aware of coaches developing sexual relationships with athletes.

93% of individuals who experienced sexual harassment or unwanted sexual contact did not submit a formal report/complaint of it.

18.1% of individuals having unwanted sexual experiences also indicated they were retaliated against.

More than half of athlete participants who indicated having unwanted sexual experiences said that some or all of those experiences happened when they were under 18.

9% of athlete participants experienced inappropriate sexual contact during their sports involvement.

Approximately 65% of athlete participants indicated experiencing at least one of the 18 indicators of psychological harm or neglect.

21.7% of athlete participants indicated being physically harmed.

Overall, athletes who experienced sexual harm reported that the biggest impacts included: their perception of themselves being negatively impacted (37.5%), their mental health suffering (33.9%), and their friendships and other important relationships being negatively impacted (31.4%).

As shocking as these data are, it is well documented that sexual abuse data is widely underreported and often reflects just a fraction of the actual abuse occurring. Additionally, these data only represent some of the athlete population and future data collection efforts need to be broadened to ensure a diverse representation of athletes. TAOS intends to collect such data to build on the existing information available regarding athlete survivors of sexual abuse, their experiences, needs and priorities.



TRAUMA WARNING

DOJ REPORT ON FBI HANDLING OF SEXUAL **ABUSE INVESTIGATION**

In July of 2021, the U.S. Department of Justice (DOJ) Office of the Inspector General (OIG) released a report of findings of its investigation into the Federal Bureau of Investigation's (FBI) handling of allegations of sexual abuse by former USA Gymnastics physician, Larry Nassar. The report provided that the FBI and a number of other institutions failed to protect numerous young athletes who courageously reported the abuse they had experienced, perpetrated by Nassar. In the time between July 2015 when the first complaint against Nassar was filed with the FBI, and August 2016, when the Michigan State University (MSU) Police Department received a separate complaint of sexual abuse by Nassar, approximately 70 young athletes were sexually abused. The lack of action by the FBI caused avoidable trauma for survivors. The OIG report further illustrated the need for accountability. The Army of Survivors issued a statement following the report urging the DOJ to conduct a criminal investigation into the FBI officers who led the unethical and insufficient investigation.

The Army of Survivors Founder and President Grace French said this in response to the report: "It's disheartening to know that it took this long for the public to truly get a glimpse into what happened with this investigation. We have been waiting for this day for years. I hope that this brings about more accountability to the institutions who allowed athletes to continue to see Nassar, like myself, long after multiple reports were being investigated. They left these athletes at the disposal of a predator. Survivors deserve to know why that happened. Survivors deserve justice."

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TAOS | 2022-2024 ST **IRATEGIC PLAN**



2021 OLYMPICS

Amidst the pandemic, the 2020 Olympics were moved to 2021. The Olympics brought new media contacts to TAOS as they sought answers about the prevalence, dynamics, and how to support athlete survivors of sexual assault. Notably, Simone Biles withdrew from the women's gymnastics competition saying that the Olympics had been very stressful for her. With the increased attention on this world-renowned athlete's mental health, it was once again brought to light that she had been sexually assaulted by Larry Nassar, along with so many other athlete survivors, particularly elite gymnasts. The reminder of this traumatic experience inevitably had an impact on many who were abused by Nassar and other perpetrators. Simultaneously, TAOS worked to raise awareness of resources and services available to athlete survivors and provide education about sexual assault in sports.



MONITORING AND **COMMUNICATING THE** STRATEGIC PLAN

TAOS | 2022-2024 STRATEGIC PLAN

STRATEGIC PLAN GOALS, OBJECTIVES, AND ACTIVITIES





MONITORING THE PLAN

The TAOS Board of Directors assumes the ultimate responsibility of monitoring progress on the TAOS 2022 – 2024 Strategic Plan. The board and staff together will determine if TAOS will utilize a specific project management application or program to track goals, objectives, activities, and timelines of each. Responsible parties are identified for each activity as described in this Strategic Plan. The Strategy Committee will oversee the progress of each goal and objective on a regular basis. The Executive Director will follow up with annual audits of each goal, objective, and activity with the assistance of the Strategy Committee.

THE ARMY OF SURVIVORS | STRATEGIC PLAN

The following questions will be asked during each audit:

Will the goals be achieved according to the timelines specified in the plan? If not, why?

Should the deadlines for completion be changed?

Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?

Are the goals and objectives still realistic?

Should priorities be changed to put more focus on achieving the goals?

Should the goals be changed?

What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

The Executive Director will report the following to the Board of Directors on an annual basis (within 1 month of conducting the review):

Recommendations about the status of goals, objectives, activities, and timelines.

Any actions needed by the Board of Directors to accomplish goals, objectives, and activities.

Trends regarding the progress (or lack thereof) toward specific goals, objectives, activities, and timelines.



COMMUNICATING THE PLAN

Every TAOS board and staff member will receive a copy of the Strategic Plan including the executive summary which will include the TAOS brand platform and will be graphically designed prior to external distribution. The executive summary will be published on the TAOS website and submitted to funders and other stakeholders as appropriate. Any external distribution of the full Strategic Plan will be pre-approved by the Executive Director or the **Board President.**

In order to effectively communicate the TAOS Strategic Plan, those presenting the plan on behalf of the organization should offer historical information about the organization and describe the intent of its founders. Sharing where the organization came from and how it has grown is a powerful way to frame the communication about the Strategic Plan. Portions of the plan may be utilized to create other planning and strategy documents both for internal and/or external use.

It is important to utilize and communicate the Strategic Plan regularly within the organization, assisting Board and Staff to maintain a unified focus on the goals set herein. While monitoring the plan, it is vital to collect board and staff feedback on the progress made thus far and where the organization needs to refocus efforts in order to accomplish stated goals. TAOS will continue regular communication about stated goals, objectives, and activities by connecting board and staff reviews/evaluations to the plan activities, include information in TAOS newsletters/blog posts about successes associated with the Strategic Plan, and create an infographic that summarizes the organization's focus areas, so they are clear for internal and external stakeholders.

TAOS | 2022-2024 STRATEGIC PLAN







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