

GAME
PLAN



2024



Dear Stakeholders,



Opening its doors in 2000, the U.S. Anti-Doping Agency (USADA) has spent the last two decades taking bold action to protect the rights of athletes. We've worked tirelessly to contribute to anti-doping advancement through testing, results management, scientific research, and education initiatives, all for the betterment of healthy and safe competition.

With Game Plan 2024, we present a four-year strategic plan developed as our playbook for 2021 through 2024 that will enable us to continue to serve our goal of fair play, not just for the U.S., but for athletes around the world.

Since Game Plan 2020, USADA has continued to strengthen its leadership across an array of anti-doping capabilities, including deterrence, investigations, and adjudication. Through legal and legislative efforts, we've held systems accountable that insist on perpetuating doping conspiracies and using athletes as pawns for financial gain.

USADA has conducted more than 175,000 drug tests since 2000. We've also invested in scientific research and technology, including testing innovation designed to provide athletes with new and improved collection protocols and devices.

A global anti-doping system that does not represent the athlete perspective is an unjust system. USADA empowers and amplifies the athlete voice through many channels including our Play Clean Tip Line, which in 2019 received 533 tips to the whistleblower line and resolved 49 violations.

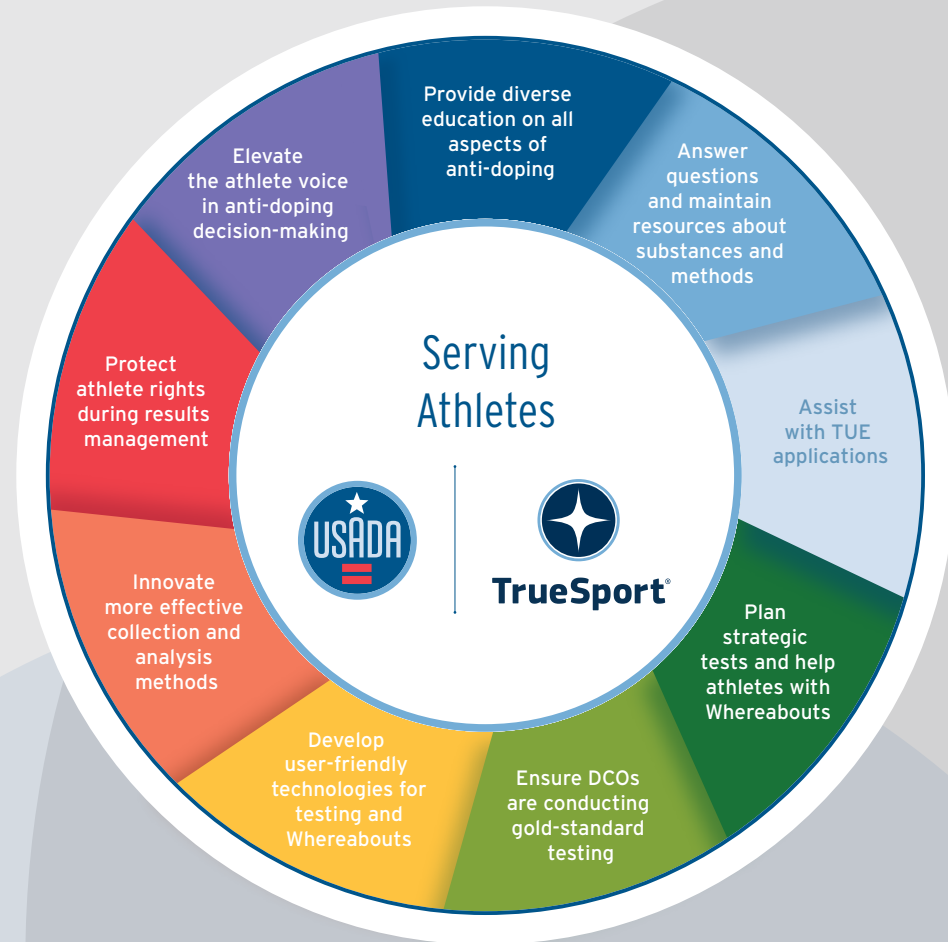
Looking ahead, we will continue to provide education and resources for athletes competing at all levels. USADA and TrueSport engage with elite and youth athletes, coaches, educators, and parents, to help craft a values-based culture where future generations can not only compete and win clean but shape leaders for the next generation.


The USADA culture of fair play is not represented just on the field of play. We remain committed to supporting a diverse and equitable work environment as well as a society and sports landscape that is free of injustice and where all have an equal opportunity to pursue their dreams.

At its best, sport represents our aspirations for a better world and USADA will continue to stand with the athletes we serve in order to bring those hopes to fruition.

Travis T. Tygart
CEO

Philip Dunn
Board Chair
3x U.S. Olympian





Every athlete has
a right to fair
competition and
an opportunity
to learn the life
lessons and values
taught by sport.

VISION

MISSION



We hold the public trust to:

**STAND WITH ATHLETES TO CHAMPION
THEIR RIGHT TO CLEAN SPORT**


We advocate alongside athletes for their right and opportunity to compete clean – to achieve their own personal victories through commitment, sacrifice, and hard work.

INSPIRE TRUE AND HEALTHY SPORT

We inspire present and future generations of athletes through initiatives that teach and encourage the core principles of true and healthy sport – equal opportunity, teamwork, fair play, healthy performance, and respect for competitors, officials, and the rules of the game.

PROMOTE THE INTEGRITY OF SPORT

We preserve the integrity and thus the value of sport by deterring and detecting doping and seeking justice for those harmed by rule violations.

A person with a prosthetic left leg is captured in a dynamic pose, performing a kettlebell swing. The person is wearing a blue tank top and white athletic shoes. The prosthetic leg is black and appears to be a myoelectric or body-powered prosthesis. The kettlebell is blue and is in motion, creating a spray of dust or powder around it. The background is dark and out of focus, suggesting an indoor gym or studio setting.

We hold ourselves to the same standards of excellence exhibited by athletes who fully embrace true and healthy sport. We commit to the following core values to guide our decisions and actions:

CORE VALUES

RESPECT We strive for a culture that values and appreciates diversity, inclusion, and equity in which we hear and respect the beliefs, values, differences, and unique perspectives of those we work with and everyone we serve.

SERVICE We recognize our mission is bigger than ourselves and is essential to a fair and just society. We seek to serve others including our teammates to further the values and life lessons taught by sport.

INTEGRITY Ethics and honesty are the foundation for every decision we make and every action we take.

TEAMWORK Our team works genuinely, openly, and collaboratively to achieve our mission in an environment where every team member is heard and is valued. We strive to achieve excellence together knowing the team is better and stronger than any one player.

RESPONSIBILITY As we advocate for clean athletes, we “own” our actions and strive to achieve excellence individually and as a team. We recognize that we must also hold one another accountable in order to be better every day.

COURAGE We will never let outside pressures deter us from our mission. We boldly accept risk and will do what is necessary to protect clean athletes and the integrity of sport even when difficult or unpopular.

CORE VALUES



GOALS & STRATEGIES



USADA develops its goals and strategies with a focused intent to advance its mission and do what is right for clean athletes. Game Plan 2024's goals and strategies will incorporate the following guiding principles:

LEADERSHIP

EXCELLENCE

INNOVATION

GOAL 1

Empower athletes and promote their interests in fair and healthy sport

STRATEGIES:

- A** Empower clean athletes to share their collective voice on a global scale
- B** Advocate on behalf of all athletes
- C** Urge athletes to speak up when they encounter threats to the integrity of sport, and protect those who have the courage to speak up
- D** Promote communications that are inclusive of the athlete perspective, educational, and informative
- E** Celebrate athletes who compete clean



GOAL 2

Build a culture of clean and healthy competition within sport



STRATEGIES:

- A** Deploy a wide range of tools, including values-based education, to change the behavior and inspire the next generation of clean athletes
- B** Inform stakeholders with engaging and interactive educational opportunities designed to deter doping and maximize awareness of key messages
- C** Encourage reporting of suspected anti-doping rule violations, investigate and bring forward cases to hold accountable athletes, athlete support personnel, and others who have broken the rules

GOAL 3

Be a strong and influential partner
in the anti-doping community

STRATEGIES:

- A** Pursue meaningful ethical change on behalf of all athletes
- B** Collaborate with leading anti-doping and sport organizations to ensure worldwide compliance and accountability
- C** Promote existing and forge new global anti-doping programs and partnerships
- D** Leverage our relationships with government, law enforcement, and other constituencies to advance anti-doping initiatives
- E** Strategically partner with organizations committed to advancing the value and integrity of sport
- F** Advocate for robust anti-doping programs in advance of and at all international competitions held in the U.S., including doing all we can do to ensure the LA 2028 Olympic and Paralympic Games are the cleanest ever



GOAL 4

Leverage innovative science, research, and athlete-friendly technology, while employing strategic detection and deterrence methodologies with our laboratory partners, to preserve a level playing field for clean athletes

STRATEGIES:

- A** Be an independent, collaborative, and innovative leader in anti-doping detection and deterrence-focused scientific research and technology through the Partnership for Clean Competition and other global partnerships
- B** Enhance testing capabilities, and the excellence of our sample collection personnel and technology, through collaborative alliances
- C** Continue to implement effective strategic testing plans that fully integrate intelligence gathering and investigators, while maximizing perceptual deterrence principles
- D** Conduct effective testing that ensures the integrity of the process and the security, health, and safety of all athletes and sample collection personnel
- E** Invest in and maintain technology systems that maximize organizational efficiency and enhance the athlete experience

GOAL 5

Govern and manage for excellence within a culture where differences are valued and diversity, equity and inclusion are embraced

STRATEGIES:

- A** Advance the independent administration of anti-doping efforts to ensure that our mission is free of any conflict of interest
- B** Deliver exceptional customer service to our stakeholders and ensure that all are treated fairly
- C** Implement best in-class, gold-standard financial, technological, and human resource practices
- D** Continually pursue an inclusive culture and open-minded environment by building cultural awareness and knowledge through learning opportunities and transparent policies
- E** Continue to be proactive in eliminating bias during the hiring, promoting or evaluating process, and retain and develop a diverse team of exceptional and highly-qualified leaders throughout the organization
- F** Capitalize on our value and select strategic opportunities that best serve our mission
- G** Evolve performance metrics across all programs and services to ensure continued improvement and organizational excellence
- H** Energize and retain a highly empowered, engaged, and effective team and support each team member's growth and development



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