



# ELEVATE 2028

## USA TRIATHLON STRATEGIC PLAN

2021-2028





# Introduction

Dear Stakeholders,

I am proud to introduce Elevate 2028 — USA Triathlon's 2021–2028 Strategic Plan. This set of guiding principles, goals and strategies will enable USA Triathlon to grow participation, provide unmatched support to the multisport community, and reach vast new audiences culminating at the Los Angeles 2028 Olympic and Paralympic Games.

We began the process of developing Elevate 2028 in 2019, knowing our previous plan was set to expire at the end of the quadrennial (2017–2020). We built off the challenges, successes and opportunities of the previous few years, and we called on stakeholders from around the multisport community and the Olympic and Paralympic Movement to advise on our path forward.

Of course, 2020 brought entirely new and unexpected challenges that heavily impacted our short- and long-term priorities. As the multisport community reeled from the effects of COVID-19, our strategic planning meetings shifted from in-person to remote. There was something special about coming together with so many different stakeholders, at a time of such vulnerability and uncertainty, yet with so much clarity of purpose and opportunity.

The year 2020 also forced us to innovate and adapt at a rapid pace, and now we are ready to take those learnings into a new era. It takes courage to commit to goals that will culminate in eight years' time — but the steps we take now are critical to laying the foundation for what USA Triathlon and the sport can achieve in the long term.

We are proud of our refreshed vision and energized by the potential that lies before us. Setting the destination, however, is just the beginning. Now, the focus shifts to the hard work, energy and creative thinking that will go into bringing this plan to life every day.

In the following pages, we share USA Triathlon's priorities and goals for the next eight years and the steps we will take to get there. Our success relies on the passion of the multisport family and a collective commitment to an even brighter future. There is no better time than now to come together to strengthen and grow this sport we love for years to come.

Sincerely,

**Victoria Brumfield**  
Chief Executive Officer  
USA Triathlon



## How We Got Here

At USA Triathlon, we believe that a firm commitment to excellence, collaboration, and service, coupled with clear and ambitious strategies, is the key to success in multisport and as an organization. This approach was put to the test in 2020, and USA Triathlon was well positioned to lead the multisport community through unforeseen challenges – largely due to the emphasis we had placed on key priorities outlined in our previous strategic plan. We had spent the prior three years establishing stronger governance practices, reinforcing our mission to serve our constituents and refocusing our organization to be more efficient, collaborative and agile. Our commitment to these strategies empowered us to adapt quickly and sustain our organization and the industry.

Now, the time has come to look ahead and establish a new strategic vision for USA Triathlon and the sport. In 2028, the Summer Olympic and Paralympic Games will return to the United States – to Southern California, the birthplace of triathlon – for the first time in 32 years. While triathlon was founded in the United States, LA 2028 will mark the first time the sport will be contested in the Olympic and Paralympic Games on American soil. With the Games comes the opportunity to build upon triathlon’s legacy in the U.S. and reach new audiences on an unprecedented scale. Our Strategic Plan therefore spans two Olympic and Paralympic Quadrennials, culminating at the LA Games. This is the inspiration for Elevate 2028.



## The Process

USA Triathlon assembled a group of strategic thinkers, representing triathlon’s key constituent groups (coaches, race directors, clubs, and officials), age-group and elite athletes, endurance sports brands, thought leaders in sport Board of Directors and Executive Staff, as well as the United States Olympic & Paralympic Committee, to develop a bold and ambitious Strategic Plan to grow the sport and further position USA Triathlon as an international leader over the next decade. The team took a hard and honest look at our strengths, weaknesses and opportunities. Building off of our current strategic priorities, this plan will guide our activities, decision-making processes and resources over the next eight years. This approach gives us the flexibility to implement the plan over time and adjust our daily tactics as needed, all while remaining committed to specific outcomes in the long-term.

*Complete rosters for USA Triathlon’s Elevate 2028 working group and facilitators can be found on page 18.*



**GROWING** AND  
**INSPIRING** THE  
**MULTISPORT**  
**COMMUNITY**



## Who We Are

### ☆☆☆ Vision

To grow, inspire and support the triathlon/multisport community.

### ☆☆☆ Mission

To provide resources that empower members of the triathlon/multisport community to reach their full potential.

### ☆☆☆ About USA Triathlon

USA Triathlon is proud to serve as the National Governing Body for triathlon, as well as duathlon, aquathlon, aquabike, winter triathlon, off-road triathlon, paratriathlon, and indoor and virtual multisport events in the United States. Founded in 1982, USA Triathlon sanctions more than 4,000 events and connects with more than 400,000 members each year, making it the largest multisport organization in the world. In addition to its work at the grassroots level with athletes, coaches, and race directors — as well as the USA Triathlon Foundation — USA Triathlon provides leadership and support to elite athletes competing at international events, including World Triathlon Championships, Pan American Games and the Olympic and Paralympic Games. USA Triathlon is a proud member of World Triathlon and the United States Olympic & Paralympic Committee (USOPC).



## What We Do

As the U.S. National Governing Body for triathlon, we are responsible for the health of the sport across all disciplines and competitive levels — from beginner to elite, from youth and collegiate athletes to those who have made multisport their lifestyle through the ages. We are also responsible for serving, supporting and educating the constituents who are the foundation of the sport — the race directors, coaches, clubs and officials who dedicate their time and talent to the business of triathlon and multisport.

USA Triathlon develops event sanctioning standards that maintain safety, quality and consistency for more than 4,000 multisport events nationwide; operates the U.S. National Team and Olympic and Paralympic programs; oversees Team USA, the amateur athletes who compete at World Triathlon Age Group Championships; and gives back to the multisport community through the USA Triathlon Foundation. We are committed to serving our members by providing world-class training and safety resources and facilitating connections between athletes and the coaches, clubs, events, products and services that help them thrive. We are proud to offer unique benefits to our members such as inclusion in the USA Triathlon Rankings, access to National Championships, discounts from corporate partners, and exclusive editorial content in collaboration with Triathlete Magazine and Outside Media.

USA Triathlon is focused on creating a future for the sport that is safe, attainable and inclusive for all. We are heavily invested in diversity, equity, inclusion and access — committed to building a community in which all people can see themselves taking part, and which more closely reflects the demographics of the United States. We are committed to athlete welfare in all areas of the sport — including mental health, abuse prevention, anti-doping education and holistic development for youth — so that participants may build a relationship with multisport that is healthy, enduring and rewarding for the long-term.



## Who We Serve



**ATHLETES**



**COACHES**



**RACE DIRECTORS**



**CLUBS**



**OFFICIALS**



**VOLUNTEERS**



WHAT  
GUIDES

OUR PATH

FORWARD





## Guiding Principles

These guideposts help shape the culture of USA Triathlon and build the lens through which we view our work. Our guiding principles are embedded in the DNA of our organization. They inform all that we do and enable us to allocate time and resources to areas that will most directly benefit the sport and its participants.

### Excellence

We embody the aspirational ideals set by our Olympic and Paralympic athletes, reaching the highest levels of performance in everything we do and setting new standards through creativity and innovation. We foster a best-in-class culture, mindset and environment that inspires our community to achieve personal bests every day both in sport and in life.

### Service

We operate in a spirit of service and giving back, enabling the triathlon/multisport community to attain its goals and thrive. We offer best-in-class resources and support to engage and expand our community and are viewed as the expert for all those with a stake or interest in our sport.

### Diversity, Equity, Inclusion and Access

We aspire to ensure the sport is reflective of the country we represent, and value and embrace diverse backgrounds, experiences and perspectives. We recognize that our differences make us stronger. We strive to break down economic and social barriers to triathlon/multisport and provide increased access and representation to underserved and underrepresented communities.

### Collaboration

We maximize reach and available resources through strategic partnerships. We actively seek opportunities to bring together members of our community to build relationships, share information and promote the benefits of cooperative goodwill.



OUR

STRATEGIC

PRIORITIES

FOR 2021–2028



## How We Will Implement Elevate 2028

We have defined five key areas of focus for 2021–28 that address the most critical issues, challenges and opportunities for USA Triathlon as identified in our internal discovery and stakeholder consultation process. These focus areas enable USA Triathlon and the multisport community to better envision the path forward for our sport and our organization. The focus areas are bolstered by specific strategies, tactics and timelines for accomplishing our goals. While Elevate 2028 does not encompass the full scope of USA Triathlon’s activities and services, it does outline the core areas that we will most proactively work to improve, enhance, invest and activate on over the next eight years.

At USA Triathlon, we believe in specific, measurable and attainable — yet ambitious — goals. As individuals, within our teams and as an organization, we align our day-to-day activities to quarterly milestones, which then feed into annual goals that ultimately advance our eight-year Strategic Plan. We realize the importance of re-evaluating and adjusting strategies based on changing circumstances, while continuing to hold steadfast to our long-term vision.



## Key Areas of Focus for 2020–2028

To successfully advance our mission and vision, USA Triathlon will focus its time, energy and effort in the following key areas:



### **SERVE AND ENGAGE OUR COMMUNITY.**

Provide exceptional service, resources and value to our constituent groups – including Race Directors and Event Production Companies, Coaches, Officials, Clubs, Volunteers, Athletes and Fans, and any other individuals or organizations that support the triathlon/multisport community.



### **GROW THE SPORT.**

Increase participation and engagement by expanding and simplifying pathways for new athletes to enter the sport and develop and maximize their triathlon/multisport potential while empowering and providing meaningful value and support for USA Triathlon members.



### **ELEVATE THE BRAND AND SPORT.**

Inspire athletes of all ages to become participants, fans and lifelong members of our community by sharing and celebrating the virtues of the sport, the mission of USA Triathlon, and the personal, unique and shared qualities of our members.



### **EMBODY SPORT LEADERSHIP.**

Demonstrate global excellence in athlete support, sport performance and business operations.



### **ENSURE FINANCIAL STRENGTH.**

Diversify and increase revenue streams to fund our strategic priorities.



# SERVE AND ENGAGE OUR COMMUNITY

## ☆☆☆ How We Will Do It (Strategies)

### Service and Value.

1

Transform the relationships with our constituent groups and their overall experience with USA Triathlon in significant, tangible ways, to increase satisfaction, retention and advocacy.

### Resource Leader.

2

Establish the most trusted and robust education and resource program in the endurance sports industry to develop a talented, diverse, and passionate pool of coaches, race directors, officials, volunteers, and leaders.

### Build, Connect and Activate the Community.

3

Create and cultivate an integrated network of meaningful relationships and volunteerism and maximize our constituent base across the triathlon/multisport community at the grassroots level.

### Establish Government Relations, Advocacy and Public Affairs Capabilities.

4

Develop local and national governmental relationships and partnerships to increase influence on local event permitting and costs, health and wellness, athlete safety, and environmental sustainability.

## ☆☆☆ What We Will Measure (2028 Target Outcomes)

1

Become an organization renowned throughout the sports industry for its exceptional customer service with an annual 8.0 blended average customer satisfaction rating (CSAT) across constituents and members

2

Position the organization as the industry leader in resources for all constituents and prospective multisport athletes to elevate and connect the triathlon/multisport community

3

Assure the top-25 markets in the United States have a vibrant triathlon/multisport community through support of youth and adult clubs, local races, volunteerism and strong governmental relationships



## GROW THE SPORT

### ☆☆☆ How We Will Do It (Strategies)

#### 1 Deepen Connection with Membership.

Retain and support the triathlon/multisport membership base by delivering meaningful value and transforming an athlete's personal relationship with the sport into a lifestyle, mindset and passionate lifelong pursuit.

#### 2 Build Youth Development Pathways and Infrastructure.

Provide clear pathways into the sport from youth to collegiate athletes and develop programs to grow the next generation of athletes.

#### 3 Ensure Diversity, Equity, Inclusion and Access.

Break down barriers and create opportunities to engage individuals from underserved and underrepresented populations and foster a welcoming and inclusive environment for people of every race, gender, religion, sexual orientation, ethnicity, nationality, ability and socioeconomic status.

#### 4 Engage New Audiences.

Increase pathways to attract fitness enthusiasts, become the trusted source for new triathlon/multisport athletes, strengthen strategic partnerships, and leverage innovative fitness technology and gaming to reach new audiences.

### ☆☆☆ What We Will Measure (2028 Target Outcomes)

1 Improve the average membership lifetime value

2 Increase diversity in triathlon/multisport to better reflect the demographics of the United States

3 Build an established and nationally recognized high school sport program



# ELEVATE THE BRAND AND THE SPORT

## ☆☆☆ How We Will Do It (Strategies)

### Reposition the sport

1

Activate #PowerWithin to address the sport's challenges head-on, galvanize the current triathlon/multisport community and inspire new audiences to discover the health and wellness benefits of the sport, and ultimately, realize the best versions of themselves.

### Embrace All Multisport Formats.

2

Fully embrace the diversity of swim, bike, run experiences by promoting all triathlon/multisport related disciplines.

### Establish Triathlon and Multisport as Mainstream.

3

Increase public awareness of triathlon/multisport as an aspirational, yet attainable, participatory sport and establish it as a compelling and exciting spectator sport.

### Optimize the Road to LA 2028.

4

Leverage LA 2028. Engage current and prospective fans and athletes on the journey through Tokyo and Paris to the 2028 Olympic & Paralympic Games in Los Angeles to raise awareness, excitement and support for triathlon/multisport in the U.S.

## ☆☆☆ What We Will Measure (2028 Target Outcomes)

1

Increase the brand health score by 20% by elevating the brand of the sport and USA Triathlon

2

Expand non-traditional swim-bike-run formats to double participation

3

Evolve triathlon/multisport from a primarily participant sport to a spectator sport



## EMBODY SPORT LEADERSHIP

### ☆☆☆ How We Will Do It (Strategies)

#### Ensure Athlete Well-Being.

1

Support holistic athlete development, with an emphasis on health, safety, fair competition and personal growth through significant, focused efforts on SafeSport, and clean sport.

#### Support Olympic/Paralympic Performance.

2

Establish the best Olympic and Paralympic high-performance triathlon programs in the world by providing resources focused on sustained competitive excellence and identifying and supporting the best athletes to attain podium finishes, and a comprehensive career transition program for elite athletes.

#### Establish International Impact.

3

Foster meaningful relationships as an influential leader with the United States Olympic & Paralympic Committee (USOPC), U.S. National Governing Bodies (NGBs), United States Olympic and Paralympic Properties (USOPP), LA 2028 Organizing Committee, World Triathlon, and other National Federations (NFs) for the sport.

#### Optimize Organizational Performance.

4

Promote an organizational culture that is people-first and data and results-driven.

### ☆☆☆ What We Will Measure (2028 Target Outcomes)

1

Develop the top high performance program in the world as measured by best overall podium finishes in LA2028

2

Continue to act as the prominent leader and influencer for the sport nationally and establish USA Triathlon as the primary leader for the sport internationally

3

Strive to become the best place to work in sports and earn a 90% overall employee satisfaction annually





## ENSURE FINANCIAL STRENGTH

### ☆☆☆ How We Will Do It (Strategies)

#### 1 Inspire Philanthropic Growth.

- 1 Create an industry leading major gift program and establish an endowment to support strategic priorities.

#### 2 Expand Corporate Partner Engagement.

- 2 Develop mutually beneficial partnerships with organizations that can lend expertise, exposure and resources to USA Triathlon and to the sport.

#### 3 Maximize Revenue Streams.

- 3 Expand existing sources of revenue and develop new revenue-generating opportunities.

#### 4 Ensure Fiscal Stewardship.

- 4 Prioritize sound financial management and organizational effectiveness to achieve strategic priorities.

### ☆☆☆ What We Will Measure (2028 Target Outcomes)

- 1 Secure \$4,000,000 annually in donations for the foundation and develop an endowment

- 2 Grow marketing related revenue to \$6,000,000 annually

- 3 Ensure cash reserves equal to six months of operating expenses and exceed \$20,000,000 in annual revenue



## WORKING GROUP AND FACILITATORS

### ☆☆☆ USA Triathlon Elevate 2028 Working Group

Ann Bailey, Government Relations, Executive Director at Morgan Stanley & Team USA  
Age Group Athlete

Victoria Brumfield, USA Triathlon Chief of Staff

Rob Canales, ROKA Chief Executive Officer and Co-Founder

Dave Deschenes, USA Triathlon Foundation Executive Director

John Farra, USA Triathlon High Performance General Manager

Marcus Fitts, GRIT USA Founder and Owner

Dirk Friel, Peaksware and TrainingPeaks Co-Founder

Gabriela Gallegos, USA Triathlon Board of Directors, President and Race Director at  
Race El Paso

Rocky Harris, USA Triathlon Chief Executive Officer

Jacqueline McCook, Past President, USA Triathlon Board of Directors

Chuck Menke, Former USA Triathlon Chief Marketing Officer

Joel Rosinbum, President, USA Triathlon Board of Directors and Elite Paratriathlete

Erin Storie, USA Triathlon Elite Athlete

Kenneth Shropshire, Global Sport Institute Chief Executive Officer

Nellie Viner, USA Triathlon Senior Counsel

Earl Walton, IRONMAN Global Director of Training and Coaching

Katie Willemarck, USA Triathlon Controller

Tim Yount, USA Triathlon Chief Sport Development Officer

### ☆☆☆ FACILITATORS

Avery Wilson, U.S. Olympic & Paralympic Committee

Jace Coston, USOPC

Danielle Lopez, USOPC

Kelly Stone, USOPC

Davis Tutt, USOPC

Liz Browne, USA Triathlon