

USA TRIATHLON

ELEVATE 2028 FOCUS FORWARD

USA TRIATHLON STRATEGIC PLAN





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Dear Multisport Community,

Together, we have the power to shape the future of multisport. We are thrilled to introduce **Elevate 2028: Focus Forward**, USA Triathlon's refreshed strategic plan. This is more than a roadmap—it's a call to action, a shared vision to unite and inspire our entire community as we build a stronger, vibrant future for triathlon and multisport.

Since launching **Elevate 2028** in 2021, we have taken bold steps to grow the sport's legacy, reach new audiences, and adapt to challenges, including the complexities brought by the COVID-19 pandemic. Those efforts have sparked innovation, resilience, and growth. As we reach the midpoint of our journey, it's time to harness that momentum and refocus our energy to maximize the opportunities ahead.

Elevate 2028: Focus Forward is a celebration of what makes our community extraordinary. It sharpens our mission to be the hub of all things multisport, the ultimate resource for your success, and the connector that unites athletes, race directors, clubs, coaches, and stakeholders under one inspiring vision. We are stronger together and we work to elevate not only USA Triathlon but the entire multisport ecosystem.

By concentrating on where we can lead and excel—leveraging our unique strengths, expertise, and relationships—we can drive transformative impact. When USA Triathlon thrives, so does the entire multisport community. Each step we take forward creates a ripple effect, empowering individuals, teams, and organizations to rise, excel, and achieve more than ever before.

This is your journey as much as it is ours. Every race you organize, every athlete you coach, every club you lead, and every mile you log as a participant contributes to this shared success. **You are the heart of this movement, and we are here to support you every step of the way.**

Let's move forward with boldness, purpose, and unity. Together, we can ignite a passion for multisport in communities across the nation, create unforgettable experiences, and inspire a new generation to swim, bike, and run toward greatness.

The future is bright because of you. Let's rise together and shape it.

Yours in sport,



Victoria Brumfield
CEO
USA Triathlon

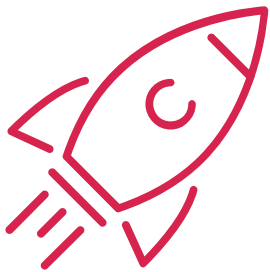




Purpose

Give everyone a chance to tri.

Whether you're a first-timer or an Olympian or Paralympian, we've got a spot for you. At our core, we focus on access - removing financial barriers and promoting inclusion so every athlete has the chance to race toward their personal best. Whether you're aiming to finish or win, it's the effort that counts in experiencing the benefits of multisport.



Mission

Drive success for multisport from the starting line to lifelong love.

We're dedicated to growing triathlon nationwide, uniting athletes of all backgrounds through swimming, biking, and running. Everyone is welcome, with opportunities for all to enjoy the sport and our vibrant community, no matter where they are on their journey.



Vision

Bring triathlon to new places, people, and possibilities.

We aim to restore triathlon's prominence in our athletic landscape by bringing more races to communities, energizing towns with pride and inspiration. By reaching untapped demographics and reducing access barriers, we'll help everyone see themselves as triathletes, driving growth and innovation from the 2028 World Stage and beyond.



Our Pillars



Build a Thriving Multisport Industry

Generate measurable growth and meaningful value for race directors, coaches, clubs and strengthen connectivity within the USA Triathlon ecosystem.

We make it easier for businesses in our sport to succeed.



Expand Multisport Participation

Serve as the connective tissue of the sport by creating emotional and tangible engagement that fosters athlete identity, builds affinity, and expands and diversifies the multisport athlete community.

We help athletes start racing, race more, and race better.



Invest in Sport Development and Elite Performance

Invest in sustainable programming that drives the pipeline of the sport from grassroots to Olympic and Paralympic performance.

We develop the pipeline of our sport and drive continuous Olympic and Paralympic success.



Evolve the Brand

Create and share the authentic story of USA Triathlon to drive awareness, engagement, and loyalty to our organization, constituents and Olympic and Paralympic programs.

We are the storytellers of our sport.



Achieve Operational Excellence

Elevate organizational capabilities to successfully deliver on our strategic priorities and support a highly-skilled and engaged workforce.

We exemplify excellence.



BUILD A THRIVING MULTISPORT INDUSTRY

Generate measurable growth and meaningful value for race directors, coaches, clubs and strengthen connectivity within the USA Triathlon ecosystem.

We make it easier for businesses in our sport to succeed.



Grow and Support Multisport Businesses

Increase the number of participants in events and athletes being coached and joining clubs to improve overall industry health.

Data Informed Businesses

Leverage data to generate and deliver insights that enable more effective decision-making for our constituents.

Customized Marketing

Implement targeted and personalized marketing for actionable engagement between our race directors, coaches, and clubs.

Scaled Benefits

Provide scaled benefits and incentives that deliver value and drive business growth.

Racing Opportunities

Expand events and multisport formats to promote broader participation and access.



Provide Education and Resources

Ensure USA Triathlon-affiliated multisport constituents are recognized as highly credible and competent, and that their certification is widely sought after.



Thought Leadership

Curate data-driven insights and comprehensive resources as education and support for business leaders within our sport.



Certification Value

Improve certification value to more clearly deliver against the core needs of Race Directors and Coaches.



Industry Strength

Create an industry marketplace that leverages our buying power to deliver affordable and high-quality products, materials, and support for our constituents.



Activate the Ecosystem

Foster meaningful connections between businesses within the multisport community and cultivate a culture centered on constituent success and support.



Connect the Ecosystem

Facilitate targeted networking and learning experiences to grow meaningful relationships, build community, and expand industry knowledge.

Pillar Measures

Constituent Retention and Acquisition | Constituent Satisfaction and Engagement |
Number and Type of Events and Races | Constituent Diversity



EXPAND MULTISPORT PARTICIPATION

Serve as the connective tissue of the sport by creating emotional and tangible engagement that fosters athlete identity, builds affinity, and expands and diversifies the multisport athlete community.

We help athletes start racing, race more, and race better.



Increase Participation

Increase participation in multisport.



Invest in Access

Reduce barriers to entry through initiatives to increase affordability, expand multisport formats and address racing deserts.



Strategic Partnerships

Build strategic partnerships to gain access to new and diverse audiences.



Rewards and Recognition

Deliver programs that encourage more racing.



Resource Amplification

Develop, publicize, and promote resources and tools that increase access to the sport.



Create and Nurture Identity

Ensure our sport is welcoming, accessible, and supportive for athletes of all levels.



Identity and Connection

Build connection to and promote engagement with identities across all levels of multisport, from first-timers to elite.



Membership Evolution

Ensure entry into the sport is affordable and delivers relevant, high-value benefits at every level of participation.



Foster Engagement

Inspire our members to actively participate in, engage with, and contribute to the community.

Multilevel Constituents

Foster cross-pollination among constituents by building a journey that develops members into coaches, race directors, and club leaders.

USA Triathlon Foundation Support

Increase contributions to the sport through charitable gifts or community engagement.

Pillar Measures

Participation, Retention, and Lifetime Value of Members | Age Group Team USA Participation |
Membership Satisfaction and Engagement | USA Triathlon Foundation Donations |
Increased Membership Diversity



INVEST IN SPORT DEVELOPMENT AND ELITE PERFORMANCE

Invest in sustainable programming that drives the pipeline of the sport from grassroots to Olympic and Paralympic performance.

We develop the pipeline of our sport and drive continuous Olympic and Paralympic success.



Strengthen the Sport Pathway

Increase participation by creating a clear, sustainable pathway that encourages youth, high school, and collegiate involvement.

Youth Access and Programs

Expand youth programming sustainably nationally through development and fundraising support.

High School and Collegiate Club Triathlon

Expand High School and Collegiate Triathlon sustainably nationally through development of volunteer network and school engagement.

NCAA Status

Secure NCAA Women's Triathlon Championship Sport status.



Advance Elite Performance and Pipeline

Drive improved elite performance, pipeline growth, and inspire new fans by preparing our team for historic success in the LA28 Games.



Performance and Wellbeing Optimization

Deliver world-class resources, services, training opportunities, and event access that empower our elite athletes to continuously push their limits.



Pipeline Strength

Drive robust talent identification and elite pipeline growth to increase talent depth and support continuous athlete development.



Operational Excellence

Effectively deploy resources and build internal structures to support sustained competitive excellence for our elite athletes.



Foundation Development

Philanthropy funds the advancement and sustainability of the sport.



Annual Giving

Grow dependable funding that supports sport development through Impact Circles, Foundation-driven experiences and member donations.



Major Gifts

Launch new investment and accelerate the sport through multi-year major gifts dedicated to direct programming.



Endowment

Endow the future of the Sport through major and legacy gifts.

Pillar Measures

Youth, High School, Collegiate, NCAA Programs and Participation | LA2028 Medals |
Competitive World Rankings | High Performance Athlete Satisfaction | Philanthropy



EVOLVE THE BRAND

Create and share the authentic story of USA Triathlon to drive awareness, engagement, and loyalty to our organization, constituents and Olympic and Paralympic programs.

We are the storytellers of our sport.



Elevate the Brand

Strengthen the USA Triathlon brand to be authentic, respected, and trusted, while clearly sharing the connected stories of multisport, athletes, and the community.



Brand Identity

Transform our brand to position USA Triathlon as an aspirational entity that connects the multisport community.



Marketing and Media

Grow exposure to build awareness and strengthen connections with USA Triathlon.



Partner Alignment

Build partnerships that enhance our brand, support our strategic priorities, and reinforce our core values and mission.



Develop an Elite Sub-Brand

Transform the elite brand into a recognized elite sub-brand that inspires fandom.

Sub-Brand Focus

Amplify elite sport and athletes, positioning our elite athletes as the aspirational focus of the sport.

Elite Sub-Brand Campaign

Increase awareness of and strengthen connections with the elite sub-brand and athletes.



Leverage LA2028

Build sustained momentum and growth for the future of our sport.



Triathlon Birthplace

Create stories that celebrate triathlon coming back to its “birthplace” in 2028.



Fan Attraction

Generate excitement, raise awareness, and build momentum leading up to LA2028.



Engagement Plan

Leverage momentum and impact beyond the Games.

Pillar Measures

Brand Awareness and Engagement | Media Channels | Viewership and Coverage of Triathlon |
Elite Performance Athlete Awareness | Corporate Partnerships



ACHIEVE OPERATIONAL EXCELLENCE

Elevate organizational capabilities to successfully deliver on our strategic priorities and support a highly-skilled and engaged workforce.

We exemplify excellence.



Grow People and Culture

Cultivate a culture of excellence, collaboration, service, and inclusion by investing in and growing a highly-skilled and engaged workforce.



Professional Development

Professional development that fosters continued learning and growth.



Talent Retention and Acquisition

Attract and retain a motivated, engaged, and skilled workforce.



Organizational Culture

Strong culture fosters innovation, builds trust, and empowers accountability.



Improve Performance

Increase operational effectiveness, build a strong financial foundation, and proactively mitigate risks.



Operational Efficiency

Streamline processes, adopt best practices, and promote cross-departmental collaboration.



Financial Sustainability

Focus financial practices on building long-term organizational stability.



Compliance and Risk Management

Maintain top-tier compliance with United States Olympic & Paralympic Committee and US Center for SafeSport standards and proactively lead a comprehensive risk management and insurance program.



Leverage Technology

Drive digital transformation to streamline operations, reduce costs, and enhance efficiency while improving the delivery of value to constituents.



Operational Backbone

Build configurable and integrated systems, processes, and master data.



Data Insights

Leverage data to drive growth and build internal and external capacity to transform data into actionable insights.



Personalization

Harness artificial intelligence and system analytics to deliver personalized and advanced digital experiences.

Pillar Measures

Employee Satisfaction and Retention | Annual Net Profit |
United States Olympic & Paralympic Committee Certification | Data Quality |
Organizational Efficiency



2028 Desired Outcomes

USATriathlon will deem our efforts successful if the following impacts are realized in 2028:

- **Thriving Industry:** Our industry is thriving with more businesses succeeding in the sport.
- **Welcoming Sport:** Our sport is welcoming to all, easily accessible, and ready to support more athletes participating at all levels.
- **Elite Pipeline:** Our Elite pipeline is robust and the Olympic and Paralympic Team is prepared to achieve historic success at LA2028 and beyond.
- **Inspiring Community:** Our community is continuously inspired by athlete stories, and everyone can see themselves as a multisport athlete.
- **Valued Organization:** Our organization is the most valued partner in multisport and is primed to support the long-term growth of our community.

Want to learn more about USA Triathlon Programs?

Find Your Place in Our Community

There are many ways to get involved with the USA Triathlon Community! Whether you're an athlete, race director, coach, club leader or official, the USA Triathlon community is here to help you chase and cross your finish line.

Please visit usatriathlon.org/our-community.

Make an Impact

Make a lasting impact on the sport you love by supporting the USA Triathlon Foundation. Your generosity fuels opportunities for athletes of all levels – whether encouraging youth participation, inspiring pathways to access and inclusion, or igniting Olympic and Paralympic dreams.

[Join us in transforming lives through triathlon.](#)

Contact Us

Have a question for USA Triathlon?
We want to hear from you!
Please contact us at
communications@usatriathlon.org.





About Us

USATriathlon is proud to serve as the National Governing Body for triathlon, as well as duathlon, aquathlon, aquabike, winter triathlon, off-road triathlon and paratriathlon in the United States.

Founded in 1982, USATriathlon sanctions more than 3,500 events and races and connects with and supports more than 300,000 unique active 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 USATriathlon Foundation — USATriathlon provides leadership and support to elite athletes competing at international events, including World Triathlon World Championships, Pan American Games and the Olympic and Paralympic Games.