



ELEVATE 2028

USA TRIATHLON FOUNDATION

STRATEGIC PLAN

2023-2028





INTRODUCTION

Dear Stakeholders,

I am proud to introduce Elevate 2028 – USA Triathlon Foundation's 2023–2028 Strategic Plan. The pillars, priorities and strategies outlined will enable the Foundation to make a profound impact on the multisport community and all who are a part of it.

Our three pillars – encouraging youth participation, inspiring pathways to access and inclusion, and igniting Olympic and Paralympic dreams – guide our philanthropic efforts while our strategic priorities lay out how we will fulfill our mission and realize our lofty goals.

You'll notice we've aligned our mission and vision with USA Triathlon – this is part of an increased emphasis on strengthening the relationship between the USA Triathlon Foundation and USA Triathlon to increase philanthropic support, encourage a culture of philanthropy and provide a greater impact for donors and members.

The Foundation raised more in 2022 than the combined total raised between 2014, when the Foundation was established, and 2020. This extraordinary growth has been fueled by thousands of individuals, families and organizations across the United States. But, we recognize there is still work to be done.

Together we're helping both kids and adults to get active and healthy, building communities of like-minded people who are actively working to improve our country's well-being and inspiring a nation by funding the athletes and programs that will bring home Olympic and Paralympic medals.

The opportunities are endless and the impact is enormous. We can't wait for what lies ahead.

Sincerely,

Gabe Cagwin
President
USA Triathlon Foundation



WHO WE ARE

☆☆☆ VISION

To grow, inspire and support the triathlon/multisport community

☆☆☆ MISSION

To fund, provide resources and empower members of the triathlon/multisport community to reach their full potential

☆☆☆ ABOUT THE USA TRIATHLON FOUNDATION

The USA Triathlon Foundation is a 501(c)(3) non-profit organization and the charitable arm of USA Triathlon. With its mission to transform lives through sport by providing opportunities to swim, bike and run, the Foundation serves to generate a greater impact on the multisport community through charitable giveback and grants that advance the Foundation's three pillars: (1) Encourage youth participation; (2) Inspire pathways to access and inclusion; and (3) Ignite Olympic and Paralympic dreams. Since the Foundation was established in 2014, it has impacted the lives of thousands by providing grants to organizations and individuals in pursuit of its mission and pillars.



WHAT

GUIDES

OUR PATH

FORWARD



GUIDING PRINCIPLES

EXCELLENCE

We embody the aspirational ideals set by our Olympic & 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 consummate 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

PILLARS

OF FOCUS

ENCOURAGE * INSPIRE * IGNITE



GIVING IMPACT - HOW WE WILL RESOURCE ELEVATE 2028

The USA Triathlon Foundation raises funds for and makes grants in support of three pillars – encouraging youth participation, inspiring pathways to access and inclusion, and igniting Olympic and Paralympic dreams – to advance its mission and create a direct line to individuals, organizations and initiatives across the country that are dedicated to transforming lives through swim, bike and run.

☆☆☆ ENCOURAGE YOUTH PARTICIPATION

Every child should have the opportunity to be active and experience the joys of swim-bike-run.

Funding toward this pillar helps develop and cultivate youth-centric coaches, clubs and events around the United States to enable kids to practice and train in camps, and participate and race with each other. It builds connections around the country between schools, clubs, coaches and race directors to offer training opportunities, equipment and resources, and to create the next generation of multisport athletes and leaders.

☆☆☆ INSPIRE PATHWAYS TO ACCESS AND INCLUSION

Everyone should have the support and ability to participate, grow and excel in triathlon/multisport.

Funding toward this pillar delivers resources for Together, We Thrive – USA Triathlon's diversity, equity, inclusion and access initiative. It empowers individuals to experience the virtues of multisport and provides opportunities for members of underrepresented populations, adaptive athletes, and women to realize their athletic dreams and progress through leadership pathways in the sport.

☆☆☆ IGNITE OLYMPIC AND PARALYMPIC DREAMS

Every aspiring elite athlete and elite paratriathlete should have the opportunity to realize their potential and represent the United States on the world stage.

Funding toward this pillar enables the United States to achieve unprecedented global triumphs by building sustained success at the sport's highest level and helping athletes reach their performance goals. Unlike most of our competing nation federations, USA Triathlon and its athletes do not receive any government funding. Instead, we rely on the generosity of our community to empower USA Triathlon to develop a world-leading triathlon and paratriathlon talent identification and development program to identify, cultivate and train the best talent in the U.S. and the next generation of Olympians and Paralympians.

☆☆☆ SUPPORTING THE MISSION

Individuals and organizations can support the Foundation's mission by donating to the annual fund, contributing a major gift or legacy gift directly to a pillar, or giving a major gift or legacy gift to the CEO Excellence Fund, which provides USA Triathlon the flexible financial resources necessary to address the organization's top priorities while responding to evolving internal and external demands.



OUR

STRATEGIC

PRIORITIES

FOR 2023-2028



KEY AREAS OF FOCUS FOR 2023-2028

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



MAXIMIZE BEST-IN-CLASS DONOR DEVELOPMENT

Ensure meaningful experiences and provide customized opportunities for donors to give to a cause they believe in, have an affinity for and are passionate about.



ENHANCE AWARENESS, ENGAGEMENT AND CONNECTION

Convey the mission and share the value of the Foundation, drive philanthropic support for its pillars, and inspire a culture of philanthropy throughout the triathlon/multisport community through storytelling, experiences and personal communication.



ENSURE FINANCIAL STABILITY

Focus on financial growth and operational excellence to make a meaningful and lasting impact on the sport and those we serve.



MAXIMIZE BEST-IN-CLASS DEVELOPMENT

Ensure meaningful experiences and provide customized opportunities for donors to give to a cause they believe in, have an affinity for and are passionate about.

☆☆☆ STRATEGIES

1 **Grow Major Gifts Donors and Pipeline**

- 1 Develop relationships with members of the triathlon/multisport community to support initiatives that are meaningful to the donor and most impactful to the sport.

2 **Expand Annual Giving Programs and Campaigns**

- 2 Develop and optimize a consistent, broad-based annual giving program to promote the Foundation's mission and optimize giving at all levels.

3 **Promote Legacy Giving Program**

- 3 Impact generations of triathlon/multisport athletes through planned gifts and endowments that will set up the sport and community for long-term sustained success.

4 **Institute Corporate Giving Opportunities**

- 4 Provide opportunities for corporations to get involved philanthropically to create a healthier America and improve the health and wellness of their employees.

5 **Leverage LA 2028**

- 5 Engage current and prospective donors on the journey from Paris to the 2028 Olympic & Paralympic Games in Los Angeles to raise funds and build connections among the triathlon/multisport community.



ENHANCE, AWARENESS, ENGAGEMENT AND CONNECTION

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☆☆☆ STRATEGIES

1 **Strengthen Relationships Through Impactful Storytelling**

Build personal connections between the Foundation, donors and the triathlon/multisport community by articulating the needs in our sport, sharing the avenues to address them, and highlighting the impact made through philanthropy.

2 **Develop a Culture of Advocacy**

Inspire individuals and organizations to embrace philanthropy and invest in our sport and community, and utilize Board of Trustees, donors, elite athletes, influencers, ambassadors and community leaders to spread the Foundation's mission and impact.

3 **Guide Donors Through a Purposeful Journey**

Establish consistent touchpoints and meaningful interactions with donors and demonstrate the impact of supporting the Foundation's mission and reinforce their role in igniting change locally and nationally.

4 **Bring Philanthropic Impact to Life**

Enrich lives by creating extraordinary opportunities, uplifting moments and life-changing experiences.



ENSURE FINANCIAL STABILITY

Focus on financial growth and operational excellence to make a meaningful and lasting impact on the sport and those we serve.

☆☆☆ STRATEGIES

1 **Establish Strategy and Plan for Financial Excellence & Stability**

Develop and maintain policies that protect the Foundation in reputation management and incorporate sound financial non-profit practices.

2 **Enhance Operational Sustainability**

Promote an organizational culture focused on operational and financial stability.

3 **Create an Endowment**

Expand existing financial resources and create an endowment for donors to give in perpetuity.

4 **Expand Giving Impact Statements and Reporting**

Practice a commitment to being transparent and thorough in communicating how funds are distributed.



WORKING GROUP AND FACILITATORS

The USA Triathlon Foundation will review and refresh the strategic plan and target outcomes every two years.

☆☆☆ STRATEGIC PLANNING DEVELOPMENT WORKING GROUP PARTICIPANTS

Stephen Ban, Chair of the Board of Trustees / USA Triathlon Foundation
 Victoria Brumfield, Chief of Staff and Business Development Officer / USA Triathlon
 Gabe Cagwin, President / USA Triathlon Foundation
 John Cassimatis, Board of Trustees Member / USA Triathlon Foundation
 Erin Dolan Edminister, Elite Olympic Triathlete
 Gregg Goolsby, Board of Trustees Member / USA Triathlon Foundation
 Rocky Harris, Chief Executive Officer / USA Triathlon
 Thomas Lenneberg, Executive Director / USA Triathlon Foundation
 Audra Mallow, Board of Trustees Member / USA Triathlon Foundation
 Joel Rosinbum, Chair of the Board of Directors / USA Triathlon
 Brenda Smith, Board of Trustees Member / USA Triathlon Foundation
 Katie Willemarck, Chief Financial Officer / USA Triathlon

☆☆☆ FACILITATOR

Debbie Hesse, Strategic Growth Coach