

Task statement:

- We need to help our athletes reach the Olympic podium and establish sustained competitive excellence.

Key background:

- Our goal is to have this integration drive increased performance and success of our athletes.
- We want to move our programs closer to international and, specifically, Olympic medals as a result of the integration.
- We need to optimize the integration in ways that we otherwise could not as an independent entity. There are significant financial implications to joining USSS. Biathlon would receive a ~\$600k increase from current FY27 revenue projections. USSS has guaranteed to increase from this year-one level through year 4.
- The integration with USSS will provide Biathlon access to new tools and resources for developing athletes that we want to capitalize on.
- We want to raise athlete success by enhancing what we have while also protecting what we know is important to the athletes.
- We want to ensure that the unique approaches Biathlon and USSS use for athlete development are integrated such that athletes continue to benefit from their existing approaches.
 - Biathlon and USSS have different approaches to athlete development - Biathlon features a primarily centralized development model while USSS relies heavily on its independent XC clubs to develop athletes, even through their peak performance phase.
 - Biathlon incorporates a more holistic approach to performance - one which values participation as a foundational driver of future athlete commitment, retention, and future international success. USSS relies on their independent clubs to perform the introductory, or participatory, function of the development pipeline, leaving USSS strategies largely focused on high performance.
- It is important that athletes feel comfortable with the program and know they have what they need to perform at their best.
- We need to know what success looks like to ensure that Biathlon and USSS athletes all benefit from the integration.

Session outcomes:

Identify what elements of our current high performance program need to be protected and continue, and what potential new elements made possible by the integration, could improve athlete outcomes and competitive depth.

How might we capitalize on.... **access to increased support and resources. What will we do with more funds?**

- Enhanced ski service - waxing and grinding
- Enhance X Team pipeline programming

What are the critical success factors?

- Current Athlete support objectives remains intact
- The structural components of the HP program remain intact

What success of the merger looks like:

We know the approach to HP and Athlete Development is working when:

- We are winning Olympic medals, consistently, with a robust development pipeline that constantly feeds the top of the pipeline with future medal winners.