

Alignment of the U.S. Biathlon – U.S. Ski & Snowboard Alliance with the 2030 Plan

The proposed Alliance does not change the direction established in U.S. Biathlon's 2030 Plan. Rather, it is intended to strengthen our ability to execute that plan by providing additional resources, expertise, infrastructure and organizational capacity to accelerate initiatives already identified as critical to our long-term success.

Our 2030 Strategic Plan established a clear vision: build a sustainable athlete development system, strengthen high-performance capabilities, expand the sport's reach, grow financial resources, and create an operationally excellent organization capable of consistently competing for Olympic and World Championship medals.

Over the past several years, we have made meaningful progress toward that vision while also gaining a clearer understanding of the challenges that limit our ability to execute the plan at the pace we envisioned. More recently, extensive engagement with athletes, clubs, coaches, volunteers, members and partners—culminating in the Working Group process—independently reaffirmed these same priorities. The Working Groups consistently identified stronger athlete support, expanded athlete development, club and coach development, sustainable financial investment, organizational capacity, and preservation of biathlon's identity and governance as essential to long-term success.

Collectively, our strategic planning, operational experience and community engagement have reached the same conclusion: our priorities remain the right ones. The Alliance is designed to provide many of the resources and capabilities needed to execute them more effectively and more quickly. Equally important, it aligns two organizations around a common set of long-term objectives with defined roles, shared accountability and committed resources. While U.S. Biathlon and U.S. Ski & Snowboard have collaborated successfully for many years, this formal Alliance creates a level of commitment, coordination and accountability that cannot be achieved through informal collaboration alone.

Alignment with the 2030 Strategic Plan

High-Performance Excellence

The 2030 Strategic Plan recognizes that sustained international success requires continued investment in world-class coaching, sports science, training environments, athlete services and performance support. It also recognizes that as the program grows, the depth and sophistication of these resources must continue to evolve.

Over the past several years, U.S. Biathlon has made significant progress in building a world-class high-performance program despite limited resources. The Working Groups strongly reinforced the importance of continuing that momentum by expanding athlete support services, performance expertise, innovation, and long-term investment in high performance.

Perhaps the greatest benefit of the Alliance in this area is stability. Four years of committed investment and organizational support provide the continuity needed to continue building rather than simply maintaining the current program. Existing initiatives can mature more quickly, long-term planning becomes possible, and additional high-performance programs and services that have remained aspirational because of limited resources can be launched. Rather than changing our high-performance strategy, the Alliance provides the stability, capacity and investment needed to accelerate it. On top of this, there is the opportunity for more focused and deliberate collaboration the XC program in the areas of ski service, performance R&D, and technology and innovation.

Athlete Development, Talent Identification and Pathways

Athlete development represents one of the strongest areas of alignment between the 2030 Strategic Plan and the Alliance.

The Strategic Plan calls for a substantially larger athlete pipeline through expanded youth participation, stronger regional programming, improved coaching, systematic talent identification, and better integration between athlete development and high performance. The objective is to create a complete pathway that talented athletes and their families understand, trust and can successfully navigate.

These same priorities emerged consistently throughout the Working Group process. Participants emphasized creating clearer athlete pathways, strengthening transitions between development stages, expanding regional opportunities, improving coach education, and building stronger connections between clubs and national programs.

The Alliance provides the organizational capacity, financial stability and collaborative opportunities needed to accelerate these priorities. It creates the opportunity to expand talent identification, strengthen regional programming, deepen coaching collaboration, and launch development initiatives that have long been envisioned but have progressed more slowly than desired because of limited staffing and resources. Importantly, these opportunities build upon—not replace—the athlete development philosophy established in the 2030 Strategic Plan.

Club Development and Community Growth

The 2030 Strategic Plan identifies clubs as the foundation of sustained competitive excellence. Expanding participation, strengthening clubs, educating coaches, supporting volunteers and creating vibrant regional programming are all essential to building a sustainable athlete pipeline.

This was also one of the clearest messages from our community. Throughout the engagement process, participants consistently emphasized that successful implementation must strengthen—not diminish—the club system and the unique identity of the biathlon community. The Working Groups recommended increased support for clubs, expanded coach education, stronger regional leadership, improved communication, greater collaboration across the sport, and continued investment in the volunteer network that has always been central to U.S. Biathlon's success.

These recommendations align directly with the objectives of the Alliance. By providing additional organizational resources and development capacity, the Alliance creates the opportunity to invest more aggressively in existing clubs, new infrastructure, coaches and regional programming while preserving the community-based model that has made U.S. Biathlon successful. Several initiatives identified in the 2030 Strategic Plan but not yet launched because of resource constraints become achievable within this framework.

Organizational Capacity and Execution

One of the strongest lessons learned since adopting the 2030 Strategic Plan is that success depends not only on identifying the right priorities, but on having sufficient organizational capacity to execute them.

Many of the initiatives outlined in the Strategic Plan—including expanded athlete development, club services, coach education, fundraising, communications and athlete support—have been constrained not by a lack of vision, but by the limited financial and administrative capacity of a small national governing body. Recent budget pressures have reinforced the need to focus on sustaining existing programs, leaving fewer opportunities to launch important new initiatives or accelerate those already underway.

A central objective of the Alliance is to address that challenge. By providing greater financial stability, shared operational resources and increased administrative capacity while preserving biathlon-specific leadership and governance, the Alliance enables the organization to move from maintaining programs to building them. Existing initiatives can continue to gain momentum while new priorities identified in the Strategic Plan and validated through the Working Groups can finally be implemented.

Just as importantly, the Alliance creates a formal framework for execution. Both organizations become aligned behind the same strategic objectives, commit resources toward common priorities, and are accountable for delivering measurable outcomes. This represents a meaningful evolution from the informal collaboration that has existed for many years. Rather than relying on goodwill or individual relationships, the Alliance establishes a long-term organizational commitment to achieving shared goals.

Summary

The Alliance does not redefine U.S. Biathlon's strategy—it strengthens our ability to execute it by providing the stability, capacity and accountability required to achieve the vision we have already established.

Our strategic plan identified where we need to go. Our experience over the past several years, the challenges we now face, and extensive engagement with our community all independently confirmed those same priorities. The Alliance provides the organizational capacity, financial stability, aligned commitment and shared accountability needed to execute them more effectively.

If implemented successfully, the Alliance should accelerate progress across every major pillar of the 2030 Strategic Plan by providing continuity for successful programs, accelerating initiatives already underway, and enabling new programs that have not previously been possible because of limited resources and organizational capacity.

Beyond providing additional resources, the Alliance establishes a disciplined, long-term partnership in which both organizations are committed to the same strategic objectives and accountable for achieving them. That alignment creates the opportunity to accelerate progress toward the vision established in the 2030 Strategic Plan while preserving the identity, governance and long-term interests of U.S. Biathlon.