

2001 World Winter Games – Alaska
Games Evaluation Team Report
February 28 – March 13

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Overall the 2001 World Winter Games – Alaska was a tremendous success. The sports and venue presentation to the athletes, coaches, volunteers and spectators was everything a World Games should be. A key component of the success was the overall awareness and total involvement from the city of Anchorage. All volunteers, always a huge component of the success of any Games, were very abundant and very enthusiastic.

Sports and competition generally provided all athletes at all venues with a quality experience. Sports staff and volunteers at each venue ensured world-class competition opportunities throughout the week. Awards ceremonies did a nice job to highlight the efforts and achievements of the athletes. Some venues were smaller than optimal to accommodate all spectators each day. Further extensive examination of the honest effort rule as it applies to all sports will come into play at future World Games. There is also considerable ongoing work to be done on coaches' education, specifically regarding sports rules, nutrition for athletes and the accountability for knowledge of the information sent out to them prior to Games.

Accommodations in regards to the Olympic ideal were difficult to obtain due to lack of centralized housing facilities. Access to events, entertainment, etc., was difficult for those staying at Elmendorf, especially prior to the commencement of official transportation services. Also, a recommendation was made that when utilizing commercial properties for future housing accommodations, it would be helpful to establish a laundry contractor for service to delegations. Each dining facility in each of the villages provided consistent menus. Menus should be established and distributed to delegations prior to their arrivals. Look at potentially house delegations by region as to present the possibility of providing standardized menus at each village. Ongoing examination is needed between the relationships of worldwide sponsors' display and utilization of product vs. athlete nutrition and health while at Games.

Training of volunteers of this volume is always a challenge for each Games Organizing Committee. A director level position should be created and established early. A recruitment window for volunteers has to be established with training consistent for all. Uniforming and recognition items should be ordered early out, as to take into account for reordering and contingency planning. Overall recruitment and tasking should be commended at these Games.

Opening Ceremonies provided the necessary highlighting of athletes. Support services (i.e. transportation) were some of the best in regards to Ceremonies. Olympic Town provided a variety of activities. The healthy athlete program was indeed a success. Athlete entertainment was available multiple times throughout the week, with a great review from athletes. Closing Ceremonies and the Victory Dance again highlighted the athletes' achievements of the week.

Family services were adequate at Games. Transportation services to credentialed family members may want to be examined at future World Games. Transportation services were some of the best to date at World Games, especially considering the lack of a hub and

spoke village system. More definition of services provided to honoured guests needs to be outlined. Transportation after Ceremonies returned all athletes to their villages very quickly. The medical services plan was extremely efficient considering the recruitment challenges of qualified personnel within a small city. The Games Management System as it pertains to the storage of medical information may be enhanced with the assistance of the medical director of the GOC.

The School Enrichment Program was a great success as it opened the doors to the mission of Special Olympics and raised awareness throughout Alaska. The Host Team Program did a good job of utilizing Anchorage's community and school resources to welcome the delegations prior to the start of the Games. Communication between the GOC, the DAL of each delegation and the participating delegations can be improved for future World Games.

There were many challenges that the Games Organizing Committee faced prior to, along with during the Games. The GOC must do their best to ensure that they hire key positions within the structure early enough as to facilitate planning, along with having enough time to hire the best people possible. Key staff positions must be empowered with vital information, including budgets, contracts, etc. Lack of communication regarding vital functional area responsibilities was evident prior to, and at Games time. Both equipment and volunteer uniforming items were ordered much later than would have been ideal. The GOC would have been better served to add a venue department in addition to the sports department. This would separate and clarify the "front of the house" and "back of the house" roles and responsibilities both prior to and during the Games. GOC staff members were tasked with too many responsibilities during the final months of the event. A Director of Venue Management position should be looked at for each GOC. Plan for technology needs early. The hiring of a human resource person with a staff this size is crucial. A procurement manager hired early in the process is also recommended to facilitate the needs of all functional areas.

Improved communication between SOI and the GOC early and often would have done much to improve the Games. Protocol and written expectations from the outset should be established regarding coordination, relationships and expected outcomes between SOI, the GOC and the state or national program, as directly relates to legacy and equipment disposal and ownership. Boiler plates/templates could be established and used by future GOC's. The use of a professional strategic planning company during the initial establishment of the organization would also be recommended. The announcement/awarding of the bid of future/next same season Games' sites would be helpful so that initial staff of the next Games may be on hand prior to and during 'present' Games.

Overall the GOC staff and volunteers did a great job when factoring in the natural challenges regarding resources. Also a great job was done with media and overall public awareness. Language and translation services within a seemingly small pool of resources were also a big success. These Games will leave a tremendous legacy for Special Olympics Alaska. They served to further raise the bar for future World Winter Games to attain.

Airport Operations

OBSERVATIONS:

- Tags on the luggage identify teams and their hotels, transportation of the luggage done by the army. Missing luggage could not be accounted for at the airport
- Not many volunteers on the ground floor
- Problems with the radios for the staff at the airport
- Slight confusion at airport with arrival of large delegations arriving at the same time
- Difficulty in keeping delegations together and moving them efficiently through the airport
- Frustration by head of security in not being able to obtain up-to-date information regarding flight arrivals and gate information
- Efficient and effective movement of people from arrival gate to ground transportation to the DWC
- “Leaders” encouraged distribution and reading of Operations Manual for Airport Operations prior to when they received them (just before delegation arrivals)
- Seemed to be role confusion as to whom of the “leaders” was ultimately in charge at different times

COMMENTATIONS:

- Start of the arrival process was promising in light of the bigger delegations expected later on in the week
- Excellent airport operations on Day 3 of delegation arrivals
- Warm welcome on arrival of delegations
- Speedy departure to accreditation centre
- Excellent liaison between airport staff and the Games Organising (GOC) staff

RECOMMENDATIONS:

- Ensure that the communication equipment is fully operational before delegations arrive in order to ensure efficient dissemination of information once delegations start to arrive
- Consistent deployment of volunteers to facilitate movement from terminal to ground transportation
- Have an airport staff person seconded onto the GOC in order to assist with the facilitation of airport operations
- Better training for lead volunteers in crowd control and movement
- Have a computer terminal set up to enable access to current flight information. This would require 1 central point where all the information could be loaded and then accessed by those requiring it.

Registration and Accreditation (including Delegation Welcome Center (DWC) operations)

OBSERVATIONS:

- Quick transfer of delegations to the DWC
- Seating of athletes needs more volunteers
- Lunch boxes, snacks and beverages – self service by the athletes
- Accreditation process was well prepared and went smoothly, all challenges with incorrect information that was supplied by the delegations were effectively corrected without unnecessary delays in the process.
- Plenty and good variety of food (as of Friday – 2nd) for the delegations. US HOD's going through piles of credentials searching for their programs. Seemed to be spending unnecessary extra time doing this as the delegation waits.
- Difficulty experienced by some delegations to locate their baggage claim docket when asked at the DWC
- Noisy environment for the medical personnel – not conducive for rest and recuperation of tired and dehydrated athletes
- Volunteers were not able to direct athletes to the toilets
- Fast turn around of delegations arriving and departing the DWC
- An out of town volunteer who missed the orientation and was asked to go to the DWC was not given a job description or any on-the-job training and nobody was expecting her. She had the same experience when she was sent to the airport for duty.
- Some volunteers reported changes in schedules which they were not informed about
- Velcro closure at the back of the credentials too easy to come apart – most delegations tying knots or affixing safety pins at the back to prevent this.
- Accreditation photographs (those done at the DWC) too small. Passport photos sent in advance came out better on the accreditation card.

COMMENDATIONS:

- Cheerful and effective team of volunteers at the DWC
- Sufficient and visible medical staff
- Team accreditation well prepared
- Accreditation process done expeditiously
- Athletes given the chance to relax and refresh themselves after a long flight
- Volunteers consistently deployed. Very knowledgeable about the check in process required for accreditation i.e. changes/modifications etc. Quick correction of errors on credentials. Excellent well trained and prepared staff.
- Very nice signage, including sponsors, throughout the venue. Very festive/welcoming setting.

RECOMMENDATIONS:

- More chairs and designated sitting areas with volunteers to assist the delegations
- Snacks and beverages need to be handed out by the volunteers

- Forewarn the HOD's that they will be asked to hand over the luggage tag dockets on arrival and suggest they are kept together to facilitate this process
- Have sandwiches (nutritious food) available for delegations on their arrival at the DWC – especially important for athletes on medication
- Have fruit juice available in addition to the water – less pop soda
- Have a more thorough venue orientation for the volunteers
- Volunteers who miss the full orientation should be given the name of the venue coordinator who should then provide on-the job training and assistance
- Make the necessary changes on the size of the photographs done at the credential centre at the DWC
- Credentials should be on a single loop of ribbon
- Volunteers ready and staged at the entrance when delegations first arrived. Delegations then on their own to be seated etc. Have 1-2 volunteers provide a brief orientation to each delegation consisting of; direction to proper seating areas (especially as the DWC becomes congested) to ensure that all seating is utilised, directing delegates to the refreshments, restrooms, etc. Also directing the HOD to the check in area. Many teams wandered into the area unsure of what 'protocol' was.
- Games Management System printed listing of US delegations by program (more than just by region). Volunteers could then be sorting them by program so that upon arrival the HOD could save time and energy sorting through theirs at check in.

Transportation

OBSERVATIONS:

- No adequate transport system to get athletes to practice in addition to the lack of communication about transport availability to practice
- Some delegations had to walk long distances without any support to get from the hotel to the People Mover
- After Advanced delegate meeting – no schedule for the HOD to get back to the West Coast. Shuttles only to the Sheraton
- Teams from the West Coast have to travel 15 minutes on the bus to the BTC to return to the FedEx hanger another 20 minute bus journey, instead of a 5 minute direct journey
- Received late information about where delegations are being housed
- Wanted to have direct shuttle from south village – FedEx hanger but was prevented from doing so
- 4000 honoured guests on the list – too many to manage re transport demands
- Honoured guests requesting transport consistently after 10pm when the motor pool closes
- Resistance by the GOC to pay for short term professional labour
- Director of Transport excluded from directors meetings
- Transport requirement were changed 2 weeks out of the Games after booklets/schedules had been printed. Caused loss of trust in information being handed out

- Confusion by GOC senior management regarding parking pass requirements for Opening Ceremonies
- Honoured guests database incomplete in regard to flight arrival times or lack of information from honoured guests up front caused airport transport problems
- Data base recorded flight numbers from destination airport not flight numbers for the final leg/s of the journey to Anchorage
- Transport received request for a person in a wheelchair who played floor hockey. Took lengthy process to confirm this mistake
- Lack of transport information for HOD/DAL leaving the Hilton after HOD meeting. Usual shuttles are running for downtown hotels and also 15 seated vans. These vans pick up any HOD and then tour all hotels dropping off passengers which are usually local hotels
- No shuttle service for delegations – Floor hockey athletes scheduled for practice were not able to get there
- Too many villages to provide direct links from venue to venue (12-13 villages), due to high costs, lack of busses etc. Smaller number of villages – it is easier to provide direct links
- Reduced 70% of the transportation volunteers that were requested compared to 30% rate in 1999
- Host Team transportation period was not installed in the contract with SOI
- Bus transfer to and from Kincaid Park – no delays and well calculated intervals

COMMENDATIONS:

- Excellent transport to and from Opening Ceremonies
- Shuttle bus transportation is good
- They kept the same bus drivers, same approx. times of arrival for busses same bus driver, same bus. This was good based on the need for consistency and familiarity for the athletes
- Teams from the West Coast have to travel 15 minutes on the bus to the BTC to return to the FedEx hanger another 20 minute bus journey, instead of a 5 minute direct journey. The GOC noted this observation and created a direct route from the West Coast after two days.

RECOMMENDATIONS:

- Have an organised transport system to attend delegation practice sessions
- Have transit volunteers to assist athletes with walking safer
- Re route the transport from the South village hotels to go directly to the floor hockey venue saving delegations 45 minutes of bus travel
- SOI tighten contract with GOC to cover entire time – SOI be prepared to include Host Team/Host Town in transport scheduling and be prepared to include practice/training sessions in transport scheduling
- Employ Director of transport to employ experienced staff where necessary
- Separate transport out of from general operations

- Improve communication and integration between venues and certain functional areas e.g. transport
- Appoint a venue co-ordinator for the airport responsible for dissemination all flight changes for arrivals and confirming all flight departures for delegations
- Insist on full itinerary and flight numbers from all delegations etc. so airport venue co-ordinator can check details of the final leg of journey home
- Have a designated South Village van or pay particular attention to these villages furthest away from the site of the meeting
- Inform HOD's of best transport option leaving meeting since they are collected at their hotel and delivered to the Hilton. If travel is going to be different going home, they need to be informed what to do or how it will work
- Establish more centralised villages, have tighter control of villages
- GOC needs to take control of transportation during the Host team programme
- Set priorities for funding. Is Host Team programme a priority for the Games or not? If so set aside more dollars from the general pool
- Keep main operations plan consistent from one World Games to the next as much as possible
- Increase service to 24hr. with a skeleton crew overnight – be aware of the budget implications
- Set priorities early and tie in with the planning and services re: legacy vs. service for the athletes

Host Team Program

OBSERVATIONS:

- Host town involvement was not designed to assist with the specific needs of the delegations – transportation to practice etc.
- School received limited information concerning the level of involvement/partnership between co-hosts
- School personnel unfamiliar with the school enrichment programme (Ptarmigan School)
- Inappropriate pairing of athletes and students with regards to age and interest
- Communication very challenging

COMMENDATIONS:

- Excellent host team programme helping the delegations to adapt in the city
- Students were excited to be involved with Special Olympics despite the age difference
- Flexibility of Special Olympics in accommodating the unexpected difference in ages – had a demonstration floor hockey match instead of the scheduled match

RECOMMENDATIONS:

- Host town team should be prepared to support the delegation during the pre-official opening of the Games
- Consistent distribution of the school enrichment curriculum
- Committee to facilitate better partnership between co-host teams
- Appropriate pairing of schools and delegations based on pertinent criteria – age, interest, encourage having prior contact with the delegation before arriving at the school
- Need more than one staff person in charge of all the host teams (47). There were host team leaders but needed somebody accountable for making decisions
- Look at bringing on a temporary staff person for every 10 host teams – approximately one month prior to Games
- Delegations should submit a formal application indicating their desire and motivations for participating in the Host team Programme. This will allow information in advance for staff to determine best matches between Hosts and delegations
- Host team leader should communicate regularly with the delegations HOD and DAL in the months leading up to the event.
- GOC staff should provide each HOD with explicit guidelines for delegation behaviour addressing issues such as smoking, alcohol and correct behaviour
- Encompass Host team programme fully into GOC contract

Volunteer Services

OBSERVATIONS:

- DAL commented on the lack of advanced information notifying them about what the issue of clothing was going to be. Hence they came ill-prepared as they expected to be issued with a warmer jacket, (possibly compounded by volunteers having being in Toronto where warmer clothing was issued)
- Misinformation received by volunteers regarding schedules
- 25% no show rate for volunteers to transport on Day 2 partly due to no information (schedules) being received
- No HR person to assist with writing of staff key roles
- Volunteers required 3-4 different credentials if they were working different areas
- When scheduling letters went out – received 150 calls per day which needed to be planned for
- Clearer expectations needed with regards to volunteer needs at receptions
- Lack of support for conflict resolution when handing out uniforms which did not fit volunteers. Uniforms arrived too late to do a proper inventory
- Confusion regarding the roles of the volunteers and the information that they receive and disseminate
- Volunteers had difficulty in trying to register for jobs assigned and people not able to assist them with getting to where they were told to be
- Village Venue co-ordinator does not oversee transport or Honoured Guest at the Sheraton leading to some confusion
- Village Co-ordinator is a 24hr position with no assistance and is the only person with a full overview of all the roles at the village venue. Also only had 6 weeks of training and is a volunteer, compared to the sports venue co-ordinators who are paid staff and have received more training.
- Some volunteers arriving untrained and village venue co-ordinators did not have time to train properly
- 3 shifts of Americorp arrived at different times to be village venue co-ordinators. Some came in 6 weeks before others 1 week out which was not enough time
- Requested 2 volunteers for each sport at sports desk – only 1 received. Sports venue co-ordinators reported being pressured to reduce the number of volunteers required.
- Official uniform has an "s" on the end – very short notice to manufacture and printers so quality control not high. Volunteer uniform sourcing inefficient – ill fitting. Limited information concerning uniform requirements
- No trousers supplied with officials uniform- but they were required to wear black pants which meant an increased cost to the volunteers especially those at outdoor venues
- Generic titles for all volunteers across all sports codes did not work well. Within sports venue jobs had to be more specific
- Volunteer DAL's are becoming personally involved in protests re divisioning, sports rules etc. instead of restricting themselves to interpreting
- Had more volunteers than needed at snowboarding
- People who were not needed until 2pm had to check in at 8:30am
- Problem with lost credentials for volunteers and security

- No list for volunteers and security to verify that the applying person is on the volunteer staff or security staff
- Volunteer director appointed late
- Hiring of people was problematic. Hiring of staff a lengthy process with limited assistance in the process
- Inefficient equipment used for credentialing, limited spending impeded actual process of credential – ran out of credentials. Volunteer credentialing developed into a crisis – credential printers should work at 60 credentials per hour and ran at only 30 per hour
- No show percentage below the expected level. Between 2-10% no show rate
- Check out system not formalised – specific to venue
- Some volunteers were disrespected by members of the organising committee – volunteers turned away from functions assigned at receptions or as escorts to honoured guests

COMMENDATIONS:

- Pre-games had been very valuable
- Information book was good but needs a better index
- Broke areas of function into component manageable areas
- Each component had own co-ordinator with primary responsibility for specific areas
- General orientation training session for volunteers
- System created to ensure volunteers received some training prior to receiving uniforms
- Sourced service clubs for generation of volunteers
- Flexibility in change of venues (villages) as number dictates
- Hiring technology company

RECOMMENDATIONS:

- Have assistant village venue co-ordinators
- Have the village venue co-ordinator oversee all aspects at the village including transport and Honoured Guests
- Increase training for Village venue co-ordinators to be on a par with the sports venue co-ordinators
- Start volunteer positions 2 years out and employ 2 people
- Develop generic credentials to prevent unnecessary duplication. Greater collaboration regarding zones and zone access. Volunteers receive training with regard to credentials and what the letters stand for
- Have some trained staff in key positions to back-fill when leaders do not show up
- Have a system in place to rearrange volunteer placements from over-staffed to understaffed areas
- All village venue co-ordinators to be recruited much earlier
- If all services were in place on Saturday (practice day) this would have provided a quieter learning experience and volunteers would have been better prepared for Sunday
- More job specific training for volunteers
- Have uniforms printing/embroidery ordering completed in a timely manner
- Supply fuller uniform for outdoor venue volunteers
- 1 or 2 meetings prior to the start of the games with the whole volunteer staff

- Develop work sheets for sign in for each day – military, volunteers and employees
- Use of a team/interviewing panel for interviewing prospective candidates
- Credential centre should be treated as a separate venue
- Volunteer services should be in place prior to start of delegation arrival
- More job specific training
- All areas of support (security/ medical etc.) should be included in the general volunteer schedule
- Information concerning uniform sourcing to be done several months in advance of the event. To make accommodation for sizes as well as need for layering of clothing

Participant Services (including food and housing)

OBSERVATIONS:

- Food and Housing two of the greatest costs for the Games
- Kenai dorms very shaky on some risk management issues. Told by HOD of the following observations; broken window, dirty towels, no lights in 1 bathroom, no lights in 1 stairwell, dirty bathrooms and floors, “trapdoor” at top of ladder open leading to the roof. Toilets not working – water shut off. No visible information desk set-up within the 2 buildings. Appeared that buildings not ready for arrival of delegations. Difficult to locate from road – needed better signage out front. No transportation running Friday – 2nd from base to Olympic Town, etc.
- Food service at the Sheraton – staff friendly and thoughtful to the athletes needs
- Inadequate food available at the beginning of the week – possible problems with hotel management, got better after competition started
- Military personnel helpful
- Laundry facilities available at the Base dorms
- Lack of security in the lobby at the Sheraton
- No laundry facilities available at the West Coast Inn
- Different meals being served at the different hotels
- Only 1 English speaking delegation at a hotel making it difficult for athletes to interact
- Long queues for food at the FedEx hanger
- Provide cereals at all breakfasts in addition to cooked food
- Athletes with little or no entertainment during the time they are in the hotel
- Difficult integration process between athletes and coaches at the hotels
- Difficulty in serving food that foreign delegations are used to

COMMENDATIONS:

- Rooms at the Captain Cook Hotel very nice
- Strict security to get into the hotel
- Location of more isolated hotels is leading to closer friendships being developed
- Holiday Inn staff have been excellent in their assistance and support

RECOMMENDATIONS:

- Housing needs to be secured at least 2 years out
- Separate food and housing into 2 separate functional areas
- Marketing/PR to start earlier to smooth the way for departments looking for food, housing, donated goods etc.
- Clear guidelines for the food department with regard to contracts with global sponsors e.g. Coke

- Receptions should be overseen by food services to avoid clashes with competitive products
- More visible and police presence in the lobby (Sheraton) to deter unwanted visitors and to watch for athletes leaving the hotel without escorts
- To put delegations with the same languages together to promote interaction and socialisation
- Have translators write in the different languages what food is in the lunch boxes
- Arrange for laundry facilities to be available at hotels – or contract laundry services if hotels do not have the facilities
- Provide non-iced and hot water to drink at meals
- Each hotel/housing village should have a designated entertainment area for the athletes
- Have the choice of a buffet lunch being served at the hotel as well as a boxed lunch which needs to be ordered by the delegation the day before available at the venue
- Ensure that all systems are in place from the first day that the delegations arrive – food services, transport etc.
- Villages should be handled as venues
- SOI to pay more attention to the ability of bid committees to host games in area of accommodation – number of beds does not reflect the type of beds, quality and quantity to give equitable housing
- Distribute menus to HOD's in advance. Post menus up on the dining hall doors to encourage coaches to take more responsibility for athletes with allergies etc.
- Expand the number of choices for lunch sandwiches
- Seek advice from nutritional experts when putting menus together
- Employ photographer to capture the look of the games in detail e.g. buffet layout, dining halls etc to ensure quality assurance from one games to the next

Delegation Services (including HOD, family services, registration and accreditation, language services)

OBSERVATIONS:

- 98% of pre-capture of information for credentialing was done but third credentialing machine arrived only 1 week before Games causing a crisis – no clear zone access or discussion about cross over between functional areas
- No cell phone waivers – only credit card back up
- Lack of information between the Delegation Assistant Leaders (DAL) and Host Teams regarding schedule/flight changes
- DAL was too old to be assigned to a team and ended up being more of a burden than a help
- Language services assigned to specific locations on field of play (snowshoeing/cross country skiing)
- Many problems with the cell phones
- In larger delegations DAL's are overworked
- Honoured guest programme did not work well
- Co-ordinator did not have budget information
- Department too large with too many component parts
- Limited access to resources
- Difficulty with SOI and GOC in relation to sponsorship agreements and contracts
- Inefficient quality control for food and beverages at receptions
- HOD meetings directed by the COO
- Inadequate numbers of village venue co-ordinators
- Director schedule additional duty of JOCC
- In the upstairs lobby of the Hilton there was a dry erase board with the locations of the various sports meetings. There were lots of people gathered around it making it difficult to see
- No schedules were distributed in the packets – only maps. A copied schedule was passed out at the end of the meeting but not sure if it was the most updated one.
- On Sunday competition venues ran past scheduled times. Arrival of athletes back to their villages was after dinner time and some athletes were not able to have dinner before Opening Ceremonies
- Dining hours have become more flexible due to the possibility of sports venues running longer than expected

COMMENDATIONS:

- Officials meeting was good
- Good to let the Global Messenger say a few words at the start of the meeting
- Good orientation video – especially as it shows that Special Olympics athletes are world class athletes
- Prompt start to the HOD meeting
- Detailed information given
- Good language services provided. Military provided language services

- Excellent pre-capture of delegation information
- Language bank available on 24 hour basis through phone access – worked very well
- People working within delegation services worked well as a team
- Family services was a well run programme
- Introduced de-brief session in the middle of the games to clarify roles and receive feedback. Very useful session

RECOMMENDATIONS:

- More time allocated for questions from delegates at HOD meeting
- Size of the meeting room should be taken into consideration in order to accommodate the number of delegates attending at HOD meeting
- Each functional area director should be hired at least 2 years prior to the event
- Functional areas should be a manageable size – housing and food a single area
- Logistics director appointed at least 2 years prior
- Professional marketing team hired for the marketing and PR of the event
- Housing should be secured at least 2 years out. Examine capacity of host city and bed types available
- Sign overall catering contracts to reduce risk of competitive product appearing at events
- Identify nutritional guide lines for meals with the menu distributed to HOD before the time
- Provide booth translators for language services
- Reintroduce the family ambassadors programme to assist in capturing family information from delegations
- GOC transportation and food service should be provided for family members
- Family co-ordinator should be a contracted position
- Family forum should focus on global issues not predominantly USA issues
- Specific job training should be provided for functional area leaders and staff
- Emphasis placed on training of village venue managers
- Appointment of overall venue manager or director
- Organisation should be directed by director with strong background in management – reduces the presence of micro-management
- Budget establishment for each functional area and leaders held accountable for expenditure
- Contracts for paid staff should be shared with directors
- Laundry service should be contracted by the GOC
- Service level equitable for all delegations
- Hiring plan and schedule provided by SOI to ensure identification of key positions early in the process
- Use of pictorial documentation of functional areas as an operational document
- HOD meetings directed by delegation services
- Appointment of a Joint Command Centre director
- Officials give up their time – make sure they feel recognised and respected
- Have a microphone for use during meetings

- Post signs on the walls outside the meeting rooms giving details of the meeting to take place
- Have a contingency plan to feed athletes who do not have adequate time to shower, change etc. before Opening ceremonies
- Every functional area to be on board before the pre-games – 8-9 months out
- Function space secured 2 years out
- Have venue management co-ordinator
- Directors of functional areas should not be assigned shifts in the JOCC
- Details of contracts with any functional area should be shared with the directors of these areas
- Employ translators as well as interpreters
- Change name of Information Services to better differentiate from Information Technology
- Language interpreters better utilised being attached to a delegation so that they are available wherever they go instead of just being on the field of play
- Have cell phone company on staff during the games – not GOC staff running around
- Make information clearer to HOD's – only official games transportation is covered by insurance
- Appoint different numbers of DAL according to the size of the delegation
- Use delegation assistants on a daily basis for each sport to assist delegation and preferably with appropriate language skills
- HOD's receive the job descriptions of the DAL's to avoid confusion as to their role
- Put local DAL's in touch with the Host Teams to prepare for delegations arrivals together
- Ask HOD's to do performance evaluations on DAL's which can be put on a database for other games
- Longer training for DAL's
- DAL receive HOD guide earlier
- Hole punch all material being distributed to DAL/HOD
- Inform HOD's that hotels have video security on all the entrances and exits so if the athletes wander out, it can be determined if they have left the hotel

Special Events (including Opening and Closing Ceremonies, receptions and conferences)

OBSERVATIONS:

- Athletes had to sit too long and wait around too long at the Opening Ceremony practice – some did not have time to shower before the Founders Reception and 1 global messenger did not make it to the Opening Ceremony
- Global Messengers had to go through back stage chaos – which was hard for them to do
- Opening ceremony was beautiful
- Officers felt recognised and appreciated
- Closing ceremonies went really well
- Music and the dance for the athletes was good
- Good that the Alaska athletes were recognised
- Mrs. Shriver's speech was good
- Liked the way that the flag was handed over to Ireland
- HOD walk through meeting took place at the same time as the band practice and the dog sled run through making hearing difficult
- Volunteer on duty at the West Coast were not able to see the Opening on TV as the hotel did not have the correct TV channel
- No medical, toilet facilities or water in the tent outside Sullivan Arena at Opening Ceremonies
- Signing for the deaf was not able to be clearly seen by the audience
- Understaffed – too little too late at the leader level
- Needed Americorps volunteers all 6 weeks out
- Difficult to find volunteers with theatre, entertainment background so lots of training required
- Received bids from 12 companies and invited 2 to present before the final selection
- Press ignored security at Operations Centre to the point of being close to arrest from the police
- Difficulty hearing radios/contracting security during the Opening Ceremony
- Last minute increase in number of receptions required
- Reception requirements not clear to organisers
- Great hospitality at the BP sponsored HOD/DAL reception hosted by the GOC steel drum high school band
- No video to be sold of the opening ceremonies or of the games in general
- No flash photography or video was ignored at Opening Ceremony and it was too big to control – security gave up. Have asked for some respect for performers at the closing
- Transportation difficulties in order for the HOD's to be at the arena on time
- Late directives from SOI. SOI needs to provide earlier guidance to Opening Ceremonies planners.
- Venue too small for Opening Ceremony
- Lack of protocol document concerning the do's and don'ts of Opening Ceremonies and the responsibilities of SOI/GOC
- Security personnel not very assertive when dealing with the crowd/media
- Difficulty on working with the Torch Run leaders/personnel

- Difficulties with last minute micro management from SOI re. Parade of athletes, VIP hospitality etc.
- Aisle ways constricted/narrowed on floor during athlete parade
- The opening ceremony had a 20 minute delay
- The breaks between delegations entering the venue was too long
- The security around the area was not sufficient
- According to tradition there was some Irish music included in the closing programme as the next Games are to be held in Ireland
- Closing ceremony was interesting – it included information on the school enrichment programme and the video capturing some of the highlights of the Games
- Many seats were empty during the Opening ceremony
- Too much waiting time for delegations at the entrance to the arena
- Non-English speaking delegations did not understand everything being said

COMMENDATIONS:

- Wonderful artistic programme incorporating elements of native Alaskan culture – Opening
- Closing ceremony lasted 1 hour which was adequate
- Following the closing of the Games a victory dance was held which was enjoyed by all
- Food at the officials reception was good
- Volunteers took Global Messengers to see things around town, take pictures and to shop
- Kim Elliot publicly recognised the Global Messengers at the Law Enforcement Torch Run Reception
- Food was good at the Torch Run Reception
- Liked the way the Law Enforcement Officers supported the athletes at the reception
- Great show at the Opening ceremonies – Pointer sisters, Alaska story etc.
- The hard work of the special event co-ordinator to get the ceremony to what is was with all the last minute changes that took place behind the scenes
- Transportation system and delegations reception in the heated tent was excellent
- Mental Retardation Health Conference – good high level discussions involving politics, health, education and ways in which life can be improved for persons with mental retardation. Good research and literature review directed by Yale University School of Medicine. Congratulate SOI to promote such conferences
- Youth Summit – students from all different parts of Alaska and different school educators. After four days of volunteering at the Games the students shared experiences and shared ideas and suggestions to improve Special Olympics in Alaska and around the world
- Entertainment/ceremonies generally well produced despite last minute changes and background confusion
- Choice of professional production company
- Under budget – separate budget for Opening ceremonies/receptions etc.

RECOMMENDATIONS:

- Have food and water available for athletes during practices for Opening Ceremonies
- More appropriate scheduling relating to the logistics i.e. transportation to the rehearsal
- Clear protocol document delineating responsibilities of SOI/GOC. Document should provide details of requirements for Opening Ceremonies
- Protocol document should be available at least a year in advance of event
- Strong consideration should be given to size of venue much better for operations. Venue should also be contracted at least 6 months in advance of event
- Volunteers assigned six to eight weeks prior to event
- Volunteers should be job specific i.e. theatrical background
- 1 or 2 contracted positions for management of special events
- Professional security for special areas for crowd/media control
- List of entertainers in single data base to facilitate most appropriate selection of performance and needs of function
- Entertainment leaders identified for each reception/special events activity
- Volunteer commissioner for each reception
- Ensure clear and timely communication between all parties provided
- Use a portable microphone for the meeting during rehearsal time
- Secure venue facility well in advance and work out all contractual agreements ahead of time
- Have an early line item budget established on who pays for what (production company vs. GOC)
- Work into the operational plan all of the “what if’s” scenarios. E.g. If the parade of athletes does not begin on time – have rest room facilities at the staging area, plan for the athletes to stand outside etc.
- Early and continuous establishment of roles and responsibilities between SOI and the GOC – also establish what the SOI protocol is
- Better training and communication for the GOC Opening Ceremony security personnel
- At the end of the officials reception people started getting rowdy and there was a lot of swearing with the athletes present
- At receptions where athletes are present take health needs and well being into consideration
- Evaluate receptions where athletes are present
- Offer activities for athletes if they are going to have to wait a long time at practices
- Escorts should not be asked to do other duties and be taken away from their athletes
- Don’t accept so many changes prior to the Opening Ceremony
- Have televised signing for the deaf at the ceremony
- Have key position leaders in place earlier
- Secure TV rights early to ensure compatibility with sponsors
- Appoint an Honoured Guests and receptions person on the GOC
- Repeat the HOD/DAL reception
- Any video sold could have potential for generating income

- Create moments whereby all the athletes are able to actively participate in the ceremony
- Adhere to the scheduled times for starting
- The whole programme should be shared with SOI, logistics sorted in advance of the start of the ceremony and a document signed by both parties agreeing to how the ceremony will run drawn up
- Have the outline of the ceremony and any other information translated for the foreign delegations
- Suggestions from the youth summit: Continue the youth summit as part of the World Games, have a monument to mark the occasion, create or improve ways in which the enrichment programme can be taken back to the community in which they live

Signage/Look of the Games

OBSERVATIONS:

- Directional signage on the way to Kincaid not very helpful. Does not clearly indicate where/when to turn off
- Directional signs to venues are printed on a white background and are small and difficult to spot
- Flags on the lamp posts on route to the venues are all different colours and not specific to one sport
- No signs outside the Sullivan arena to show where the entrance was for athletes to attend the practice walk through for the Opening Ceremonies. This also lead to some confusion with the HOD walk through that took place
- Road signs too small and placing poor
- Signage required for the restrooms at the DWC – especially for the athletes
- Adequate signage within the figure skating venue
- Inadequate signage outside the figure skating venue
- Signage for the exit and entry into the Eagan Centre confusing. Olympic Town hard to locate – no signage outside the area to identify where the area is for the delegations or general public
- No signage for refreshment area in Olympic Town – difficult to identify volunteers working there
- Signage in side the Olympic town are not easily identified (due to the colour)

COMMENDATIONS:

- Signage at Kincaid venue very clear
- Directional signage and venue signage at snowboarding very good

RECOMMENDATIONS:

- Increase the size of directional signs as well as the colour for winter conditions
- Be consistent with sport specific logo and colour on the flags along the recommended route to each venue which would be easy to see from some distance
- Check restrictions/bylaws early to avoid last minute problems with signage

- Have banners/signs outside the area advertising where Olympic Town is
- Use alternative colours for signs inside the venue
- Provide larger, more visible directional signs within 1 mile of the venue
- Signage required at entrance to the site location (where visible from the road)

Medical Services

OBSERVATIONS:

- Poly Clinic only accessible through the motor pool. No shuttle available to the poly clinic as they wanted people to use the medical centres at the villages, sports venues and special events venues first – not set up to be a drop in clinic facility. Physician at the Poly clinic was unsure of the system
- Very few athletes wearing sunglasses at the cross country skiing and snowshoeing
- No water available on the distance races at cross country skiing and snow shoeing
- Reluctance of previous director or GOC to pass on information
- 627 incidents to date which was double the number expected
- Computer system at JOCC crashed –Under resourced in terms of computers Limited technical support for information system
- No input into where the medical was being placed at any of the venues
- Incidence of binge eating when athletes first arrive
- Relationship with Coke has impact on athletes health
- No transport after 10pm
- Mandate to cut the number of volunteers – hubs were created cutting out shifts which created problems
- Medical supply list was created too late
- Marketing was too late to assist with having donations supplied
- No administration support
- Peak times 6am-midnight
- Some international medications were not on an international medical database. Difficulty matching some medication of athletes
- Excellent coverage at the cross country skiing and snowshoeing venues as well as out on the longer courses
- Sleds readily available to transfer injured athletes to the medical trailer
- Medical team at Floor Hockey would have benefited from having a language team assigned to them
- Mix of staff at Floor Hockey good, physicians, paramedics, nurses etc.
- Transferred medical details from GMS to Excel to allow them to update records daily (done at night ready for the next day)
- Ring up the JOCC centre before treating any person to find out if any other treatment has been given since computer record was last updated
- As soon as treatment is finished details are faxed to the JOCC ready for input
- 16 digit medical code missed off credentials
- Physician on site at Floor Hockey speeds up the process and decreases the number of athletes sent to the Poly Clinic
- Smaller trailer than requested at Floor Hockey but working well

- Visiting team doctors act as coach/trainers but are asking for strapping tape etc.
- Late arrivals of some non-urgent supplies from some vendors
- Team of nurses went through all medical records and found names of local equivalent drugs
- Difficult for medical and security at Floor Hockey to hear radios
- Have behavioural specialist as part of medical care operations
- Language services put a dictionary of 16 languages onto disc for the medical teams
- Medical room not completely set up at the Sheraton (3rd March)
- No visible security at the Poly Clinic
- Medical venue well equipped to handle injuries at floor hockey
- Ambulance on site or on call at floor hockey
- Inadequate medical information/history of athletes
- On the job training provided for medical volunteer
- Medical recruited and scheduled their own volunteers
- Medical warehousing and equipment initially inadequate
- No control of placement of medical station at the venues
- Strong incidence of dehydration of athletes and coaches
- Promotion of Games affected level of awareness which impacted level of volunteers among medical staff
- Limited staffing
- 50% of medical personnel did not receive job specific training
- Limited access to dental services
- 10 medical staff ready to help with different emergencies at figure skating and an ambulance is on call
- First two days were days of acclimatisation and a lot of dehydration cases were reported

COMMENDATIONS:

- Medical personnel available at all times
- Access to fairly detailed medical services through the clinic and partnership with the local hospital
- Poly Clinic open 24 hours
- Dedicated professional volunteers
- Poly-clinic utilised for treatment only. Other needs were met at the villages and venues
- Severity of injury below level of expectancy
- Solid medical foundation for the Games – less efficient strata's as structure grew
- Identification of volunteer needs and medical designation done expeditiously
- Patient care not compromised in any way despite glitches
- Have advanced life support at Floor Hockey and Poly clinic and automatic external defibrillators at all venues donated for use
- Medical services provided outstanding care
- Fire department put on extra shifts/crews on overtime pay to support 911 emergency system during Games
- Medical volunteers did a good job

RECOMMENDATIONS:

- Ensure that the medical venues at all the villages are properly equipped
- Ensure that the drivers are familiar with the route to the Poly Clinic
- Paid staffing assigned to medical department
- Medical transportation incorporated into general transportation functional area, with input from medical personnel
- All systems should be in place at least 30 days prior to Games to allow for testing levels of efficiency
- Paper work for medical team developed ahead of time
- Training component included in planning and scheduling
- Make available information from previous Games
- Medical and consent forms available for hospital facilities
- Recruitment of medical volunteers should be included in the general volunteers functional area. Medically experienced persons should be a part of the volunteer area
- Limited access to Coke products to reduce the incidence of dehydration – especially during the first few days. Limit access to refined sugars for competitors
- Allow at least 2 days for acclimatisation
- Contracting dental services – or let it be an integral part of the Healthy Athletes programme
- Access to medical publication – specific to special athletes
- A system needs to be in place to check all equipment before it get delivered to the site
- Medical director to start 2 years out
- Deeper medical history required – revise the current medical form
- Make improvements to GMS to better suit medical information
- Have consent forms and medical records on computer system
- Technical computer support to be available 24 hours
- Have medically experienced person on volunteer services scheduling team
- Encourage DWC to limit processed sugars on arrival and provide more complex foods to avoid digestive problems for athletes not used to processed sugars
- Coach education needed re. Nutrition
- Have medical person work closely with transport. Specific medical transport system should be in place
- Medical services to be in place 24 hours a day on day 1
- Have paid position for medical supplies procurement
- Plan for influx of calls from medical volunteers wanting to work at the Games
- Paid administrative staff either full or part time
- Develop acute medical forms which meet requirements for risk management/insurance
- Ensure repatriation is covered in insurance and all referring physicians are knowledgeable about the policy so that the athletes are not disadvantaged
- Take into account emergency dental requirements
- SOI to be clear with the GOC about the ownership of information from the Games

- Unmanned table with cups of water be available on distance courses at cross country skiing and snowshoeing
- Try to identify team doctor or small MD on credentials where appropriate
- Medical and security roving teams at Floor Hockey be supplied with ear pieces for radios
- Station language services at Poly Clinic to minimise time away from the venue for translators accompanying injured athletes
- Medical person should be included in the delegation for each country and be familiar with the medication for each athlete

Olympic Town

OBSERVATIONS:

- Good athlete entertainment programme
- Excellent Healthy athlete programme – very effective
- Volunteers expressed how happy they were to be assisting and working with the athletes
- No interpretation facilities at any of the activities for athletes, coaches were needed to assist with this. Delegations can request translation services at the languages services desk
- Opening time schedule not available outside the building
- Good mixture of activities and entertainment
- Athletes enjoyed AT&T free call service
- 1000 athletes had received an electric tooth brush (had gone through all the Healthy Athlete stations)
- No traffic/pedestrian control outside the venue to guarantee athlete safety crossing the road at a busy intersection
- No plan to provide some kind of recreation activity in any of the hotels
- Limited security for crowd control prior to opening the venue
- No visible general directory to indicate the location of different booths, activities, services etc.
- Inconsistent deployment of volunteers
- Heightened noise level near the Healthy Athlete Programme
- Good variety of programmes available for the athletes which included some disco's
- On the last day Olympic town was closed
- Need a way to fill the venue with athletes
- As of March 6th Special Smiles had seen 800 athletes and Healthy Hearing 600 athletes

COMMENDATIONS:

- Good variety of activities, activities were well planned to accommodate a diverse range in ages. Good variety of activities in the booths for the athletes catering for all levels of ability
- Healthy athletes programme covers all aspects of athlete health, and programme attracted participation from the athletes
- Well organised to serve the athletes and public
- Space for activities inside are well arranged

- Medical services have full control of the areas inside through a roving team walking around in the venue
- Electric toothbrushes as a reward for athletes ONLY having completed all sections of the Healthy Athletes programme. This was highly motivating for the athletes especially for the Healthy Smiles which usually has a lower athlete participation than the other Healthy Athlete programmes
- Excellent security with clear boundaries between the Police, National Guard and volunteers
- Medical personnel very happy with all aspects
- Excellent interaction between booth volunteers and athletes
- Difficulty with translation at the booths were usually overcome by volunteers finding assistance with coaches or translators
- Good atmosphere by mixing vendor booths with Special Olympics booths
- Plain clothed probation officers outside to deter known criminals from entering the building
- Nutritional Programme is in contrast to what is being offered (soft-drinks)
- Volunteers pleasant and welcoming, generally knowledgeable about their specific areas and responsibilities
- Healthy Athlete screening very thorough with good follow-up or recommendations for follow-up

RECOMMENDATIONS:

- In each hotel have a list of the scheduled activities for Olympic Town and the opening and closing times
- Have clearer signs on the doors using universal markings for entry and exit points
- Have better lighting available for the Healthy Athlete Vision programme and a quieter setting to create more ideal conditions
- Healthy Athlete Programme to produce efficient statistics for future health programmes
- General directory of activities/services and their location at the entrance to the venue
- Consistent deployment of volunteers particularly when crowded
- Additional support for language services – each area leader should have a contact number for a language service request. Reduce the time of the request being made for language services and the fulfilment of the request
- Strong consideration should be given to the layout of the venue – possibly all the Healthy Athletes screening areas in one place to reduce the effects of the noise levels in the venue
- Disco's are always enjoyed by the athletes and should be part of the social programme during the Games
- Keep Olympic Town open on the last day of the Games for athletes to go to when all the competitions have been completed
- Provide security/volunteer personnel to assist with delegations with street crossings outside at high traffic area, high volume traffic times and with delegations not familiar with traffic signs, laws etc.

Athlete Entertainment

OBSERVATIONS:

- Play at the performing arts theatre was boring – some athletes fell asleep
- Transportation was good but afterwards spectators did not know where to get transportation
- Entertainment at the Team USA party was good with lots of interaction with the coaches and athletes, good food, water and Gatorade. Music was good, there was place to sit and watch TV and visit with others
- 7:30pm due to start but only half full, yet all the tickets were distributed for the show at the Alaska Centre for the Performing Arts
- Teams arriving until 8:30pm – ushers then had difficulty in escorting teams to seats in the dark with only penlight torches
- Performance started late to accommodate the late arrival of teams
- Lateness due to teams arriving from floor hockey and Alyeska
- Show too long – shortened for the second performance which was only 70 minutes long
- Transportation was well organised
- Programme was very interesting and featured elements from different cultures
- Transport was well organised

COMMENDATIONS:

- Transport and Special Events tried to look at the competition schedule and select north and south villages (mostly floor hockey) to avoid clashes at the end of the week with floor hockey finals and awards
- Very colourful and varied acts appealing to a wide audience – something for everyone
- Signing for the deaf
- Puppets/mime artists in the lobby were great
- Cosy theatre – wonderful atmosphere

RECOMMENDATIONS:

- Stronger torches for ushers escorting athletes to seats in the dark
- Shorten the length of the show 1-1:45 mins max. Finish by 9pm

Clinics/Demonstrations

OBSERVATIONS:

- Figure skating clinic was done by the Austrian coaches and coaches of the USA national team
- Speed skating clinic was planned immediately after the competition
- Only 2 Russian coaches participated in the clinic
- Other coaches decided that their athletes were too tired to participate

COMMENDATIONS:

- Good technical clinics for coaches and athletes at floor hockey

RECOMMENDATIONS:

- Ensure that the clinics for the coaches and athletes are continued at future games
- Divide the coaching clinic into smaller groups to ensure everybody understands (figure skating)

School Enrichment Program

OBSERVATIONS:

- One individual assigned to a very time consuming task
- Procedure for accountability limited
- Volunteers/security limited
- Good presentation of the following focus groups: Unified and traditional sports, programme enhancements (ALPS, Healthy Athletes etc), outreach, education, with good ideas brought forward

COMMENDATIONS:

- Development of curriculum spanning kindergarten to the 12th grade
- Involvement of schools as an integral part of Special Olympics promotes good will
- Partnership between schools and the community as a means of pooling resources

RECOMMENDATIONS:

- Appointment of assistant director for the programme
- Establish procedure for accountability
- Assign several contracted volunteers for the host teams
- Employ somebody to continue the school enrichment programme

Operations (Logistics, warehousing, security and public safety)

OBSERVATIONS:

- No thermometers at the medical trailer at cross country skiing on the 6th of March
- Changes in breakdown schedules has a snowballing effect at the warehouse
- Military logisticians are excellent at understanding and working with logistics/warehousing
- Volunteers deployed late
- Director of Operations had no budget or budget control

- Orders placed late (budget control) arrived late causing problems for logistics/warehousing and redistribution
- Venue co-ordinators wanted to change delivery days at last minute which caused warehouse problems
- Venue build-up could be cut by a third
- GOC must ensure that all staff receive copies of operations plans and after-action reports from previous games
- SOI communicated VIP's at the last minute
- Zone changes/credentialling required changing at the last minute causing confusion. Booklets/manuals had already been printed
- Incident report forms had to be changed at last minute when risk management person came on board 3 weeks out from the Games
- Greatest hindrance to security at Opening ceremonies was SOI press person
- Report from the Director of security – most problems with rude, arrogant, demanding SOI staff
- No clear chain of command which was effective – Director of Public Security excluded from Directors meetings
- Accreditation process functioning without security supervision or help
- Last World Winter Games security record didn't come to the security co-ordinator to make 2001 security easier
- Absence of an auxiliary staff member to help the security co-ordinator (JOCC)

COMMENDATIONS:

- Reported to have had the best security ever
- High number of professional law enforcement officers
- Presence of specialised security of FBI
- JOCC has developed an excellent control point for security matters
- All venue security have an emergency plan in place
- Great control/screening for volunteers who came to the games
- Communication system is well integrated
- Security department co-ordinator was hired 1 year out

RECOMMENDATIONS:

- Better co-ordination with logistics
- GOC appoint a procurement officer from Day 1
- GOC appoint a logistics person from Day 1
- GOC appoint an overall venue co-ordinator from Day 1
- People in upper management have multi-sport event experience
- More staff needed in upper management positions
- Full time GOC communications position only responsible for radio's, cell phones and landlines
- Technology should be responsible for computers not faxes and copiers too
- More computer usage less fax and copiers (avoid burn out of fax and breakdowns of copiers being overloaded)

- Plan land lines from finish backwards and install overall capacity requirement at the beginning saving money
- Ensure all Operations Plans are available to next GOC and beyond
- Give each director overall budget control and empower them to use authority up to a certain level. Above that they need CEO approval
- Employ budget analyst
- Ensure disposal plan known to Operations personnel
- Standardise certain specifications i.e. awards, sound systems, so purchasing easier and ensures quality control
- Employ waste management expert
- Check up on out of state contractors
- Employ GOC contracts/legal/risk management from Day 1 with Games experience
- Better liaison with functional areas and logistics i.e. plan to save money on signage contractors by them not taking the signs down after the event. This impacts on logistics who now need truck, tools, vehicles and personnel to do the job instead
- Clearer functional area responsibilities e.g. Awards team not prepared to build and set up awards areas so falls to logistics team at the last minute
- Ask directors to update Operations plans after the games have finished – of more use next GOC what really worked not what they thought would work
- Invite GOC directors to some receptions
- Employ human resources person
- Earlier information from SOI regarding VIP list
- One point of contact for all military personnel
- Employ Director of Security based on recommendations from local law enforcement community to ensure maximum influence by that person locally
- Provide administrative assistant to Director of Public safety
- Request military assistance early
- Be specific if using military personnel that persons are experienced specifically in security
- Employ a Chief of Staff in charge of top management personnel
- Public safety and security be involved or responsible for credentialing
- Software discs be available from SOI for all documentation specific to each functional area
- SOI own the operational plans for medical, security and public safety out of Director of Operations – greatest liability and highest exposure in those two areas
- Check legal requirements/privacy statutes to ensure that criminal history checks can be done on everybody
- Employ person specifically responsible for press control
- Start security etc. 1 and a half years out minimum
- Try to look for JOCC in existing emergency centre facility to share resources and be close to on the spot information in times of crisis
- Have vests printed on back with each persons JOCC position for ease of identification
- Facilitate the procurement of fixtures, furniture and equipment much earlier in the process before Games
- Have a procurement officer on staff early on

- Release/approval of money earlier for purchasing items
- Facilitate multiple venue walk through for FF & E projections, placements etc.
- Need a separate legal person/department to do venue contracts and risk management
- Begin with a Games timeline for venue build out/load in etc. and work backwards/ involving staffing, technology, phone lines etc.
- All records should be handed over to the next World Games GOC
- Not only have 1 person hired to be responsible for security area
- Assist venues to do maps, and build up plans, measurements, space allocations and budgets
- Assist GOC with template for organisational structure
- Operations should be at the top of the org. chart
- Operations need to come on board within 1 year of bid being awarded

Public Relations/Communications

OBSERVATIONS:

- Hilton is chaotic due to the construction work taking place – venue for the media centre – however good provision of facilities for the media personnel
- 1600 honoured guests – expected 800
- 130 honoured guests registered by fax on the 2nd of March
- Materials late to PR made it more difficult to get documentation and publications printed
- Used digital photography and contact sheets
- Used university students from media studies to act as Press Assistant Liaison
- 412 registered media – expected 100. So building was too small but working okay
- Hired outside firm to set up the web site which was a mistake
- Broadened access for media, which alleviated potential clashes. Only 2 known problems with teams trying to gain access out of bounds
- Have built up complete video library of all clippings, stills, shots, etc. Ready for GOC/SOI use
- Video of Opening ceremony was not part of contract with PAX
- No honoured guests lounge at Opening ceremonies – was overruled as a decision by SOI at the 11th hour

COMMENDATIONS:

- Great radio coverage 106.5 fm. All sports and venues mentioned and more information on web site
- Great daily publication “The Finishing Line”
- Entire City seems to know that World Games is happening
- Front page of local paper every day
- Great job of visual awareness throughout the community, including welcomes on roadside business marquis, throughout shops and local business windows, etc.

RECOMMENDATIONS:

- Separate out honoured guests and receptions and appoint outside firm with experience in this area
- Appoint GOC internal team to set up web site with design experience and skills to update and keep it interesting
- Order uniforms 10 months out to get right season at manufacturers
- Co-ordinate uniforms through merchandising – two integration meetings

Administration/Development

OBSERVATIONS:

- GOC number forwarded to voice mail which was full and caller instructed to hang up
- Diverse employee background
- Offering assistance with job placements after the Games
- Only took on staff after the money was secured for each position
- Originally 7 departments – grew to 8
- No turn over at director level
- Chose personality for the position
- Contracts signed only when known money was available
- Legal advice sought from board for contracts over \$25,000
- Executive committee went to Raleigh to expose sponsors and others
- All employees on “at will” contracts
- Only 8% turn over of staff
- If staff problems couldn’t be remedied they were dismissed
- No budgets received from sports – no budgeting assistance provided
- More likely to be September 30th than June 30th for wind up due to Federal grants
- GOC had a good relationship with SOI and felt empowered by them
- GOC was successful in securing several federal and educational grants which had to be spent in specific areas
- International mailing was expensive and an unexpected cost to the GOC
- Over 70 employed staff
- One staff person assigned to collect resumes from all GOC staff and try to match up with other job positions available with sponsors and associates of the Games
- Unclear plan and expectations regarding disposal of games FF&E. potential clashes between GOC/SOAK
- Speed skating received a budget of \$180,000 - \$50,000 for sports and \$130,000 for the venue. As at the start of the competition they were on schedule with the budget
- Policy by GOC of commitment of revenue prior to signing contracts/agreements of venues and spending any money
- Out source any sponsorship contract over the value of \$25,000 to legal sources. Used template contracts for sports/vendors, etc.
- Incurred much larger risk management costs than projected
- Not enough time in the planning process to select the right people for multi-layering of functional areas within the GOC
- Emphasis placed on sports and competition management and operations
- Personnel at different strata levels limited for some functional area
- Dis-empowerment of some functional area leaders. May have been due to personnel inexperience with budgeting issues
- Difficulty with the dissemination of adequate information from executive committee members to functional leaders and staff
- Strong presence of micro-management

- Unavailability of information from previous Winter Games as well as the operational plans from previous Summer World Games

COMMENDATIONS:

- Phoenix did 75% of the paperwork required by the GOC and delivered on time
- Appointment of key staff in a timely staggered manner
- Early identification of funding sources to pay staff
- Directors of functional areas were responsible for recruiting their staff members
- Stringent financial management
- Regular meetings of Executive committee to provide guidance
- Opportunities provided for executive committee and functional leaders to visit previous world games to gain exposure and experience
- Operational/functional managers allowed autonomy in planning
- Experts contracted to provide specialised services e.g. Technology/communications
- Each functional area allowed opportunity to submit specific budgets
- Investment in technological training to assist in management of functional areas
- Legal guidance in determining employment contract
- Crucial use of time line to ensure efficient management of event
- Relationship with SOI good. Tremendous source of help and support during the Games
- Appointment of venue co-ordinator for each venue
- Recovery process begins immediately at the end of the competition

RECOMMENDATIONS:

- Re-examine the structure of the Sports Department. 1 person for the venue logistics – everything outside of field of play, 1 person for the competition and field of play issues
- Venue director should not be running the coaches meetings or dealing with the coaches or athlete issues as they relate to competition.
- Too much work and responsibility for one person to devote their full focus on each area. Hire a competition person to work with the technical delegate and separate duties and responsibilities
- Employment of human resources personnel. Use performance measures for staff
- More efficient management of honoured guest programme. Possibility of having programme managed by professional company
- Make sure that all government permitting departments are contacted early in the process to ensure adequate information for size and location of signage
- Selection of the next World Games site earlier so that observer teams can shadow key functional leaders to have first hand experience of required functions of each area leader.
- Appointment of venue manager. A contracted person should be employed
- SOI should provide a guide template for the organisation of a World Games – template should not be for state or regional games
- Very specific guidelines should be provided for functional area requirement

- Risk management personnel should be separated from the under-writing organisation
- Provision of generic budget for guidance to functional area leaders
- Paid staff for both venue and sports management
- Village venue management should be task of paid personnel
- Specific role definition for functions of SOI,GOC and host state or country
- Periodic audits – every 6 months. Contract with SOI requires annual audits
- Contract out promotional side of the Games
- More emphasis on venue management
- SOI to give a complete Games template to each new GOC
- New GOC need short operational plans and after action reports from the last winter games – not necessarily the last summer games
- Risk management team separate
- SOI supply a template for budget considerations so that the new GOC does not overlook anything
- SOI assist the GOC to build a plan for disposal of equipment/goods based on local and global needs. Distribution or recovery of equipment should be done with input from GOC, SOI and host programme
- SOI to warn GOC of costs associated with pre-games

Sports and Competition including coaches meetings and pre-games

OBSERVATIONS:

- Pre-Games went well. Gave the opportunity to pick out weak links in the sports structure and fire inefficient staff – however there were clashes between paid GOC sports personnel and unpaid volunteer sports commissioners being in charge.
- Delegations get assistance when not having the correct sports equipment
- Well organised coaches meeting (floor hockey) using a variety of sources of communication
- Use separate rooms for sports meetings to allow for better question and answer sessions
- Latest competition schedule to be included in coaches information
- Use of maps on the overhead was good, but if you have never been to the venue before it is hard to visualise. Less time should be spent on this and more time on the rules, protests, equipment etc.
- Station security personnel at ski lockers to ensure that delegations do not take one another's skis. Coach/DAL access only
- Cross country skiing and Snowshoeing coaches meetings – difficult to hear what was being said as both meetings were being held simultaneously (translators, presenters etc.)
- Difficulty in hearing the communication at the floor hockey meeting – no microphone
- Coaches anxieties about the change of rules in floor hockey
- Alpine skiing coaches meeting was well prepared and professionally organised. Some of the power point slides were difficult to read at the back and there were no pointers available for emphasising specifics

- Meeting room for the snow boarding was very hard to find – no signage and the information desk were not able to assist. Meeting had a “friendly” atmosphere. Only 23 delegates so no communication problems.
- Cross Country Skiing and Snowshoeing meetings were held simultaneously – chaotic. There was no specific information prepared for each country and there was a lot of confusion amongst the coaches. Athlete divisioning rounds not handed out at the meeting.
- Contracted personnel for each sporting venue. Personnel provided expertise in each sport area
- Ability to execute pre-games involving several States and Canada
- Regularly meeting with sports and other functional areas
- Appointment of a venue management committee
- Sports desk at the Sheraton hotel – the co-ordinator did not receive the updated schedule for the delayed downhill divisioning by 8:45 p.m. (Monday). Very helpful volunteer but not able to provide requested information

COMMENDATIONS:

- Quick recovery of equipment after events
- Good interaction between host of local sporting venue operators and Special Olympics sports events co-ordinators
- Enhancement of some venues e.g. Building of chalet
- Ability to buy out one hockey game or rent ice time in order to host events
- Use of municipality facilities for some venues
- Minimal input required from SOI sports and competition department because of efficiency of GOC sport and competition department
- Good relationship between SOI sports and competition and GOC sports and competition
- Competition management teams did a fine job in creating good competition for the athletes and spectators
- Volunteers and officials were very knowledgeable about their respective sports
- Ability to change organisational completion structure based on information from pre-games

RECOMMENDATIONS

- Ensure all registrations are checked by regional sports manager
- Each venue should have a single co-ordinator with job specific function. No venue co-ordinator can leave venue to trouble shoot other areas e.g. Sports desk. Sports venues should have at least 2 co-ordinators – one for the venue and the other for the sport itself
- Organization structure combined sports and venue management. Emphasis should be placed on sports management. It is difficult to manage sports and venues
- Information/communication integrated between sports and other functional areas
- Improve communication between venues
- Specific job assignments should be clearly defined early in the planning process

- Provision of a set budget for sports and competition
- Improve volunteer/official treatment and provisions
- Revision of honest effort rule
- Improve coaches education re: rules and equipment requirements for competition
- Adequate planning and execution for sports equipment recovery
- No national flag rule should be implemented for coaches and delegations at the sports venues
- Necessity of hiring a specific sports management team to co-ordinate or join the sports team
- Provide a dress and behaviour code for presenters at the medal ceremonies
- Sports venue co-ordinators must have practical experience in their sport
- Better understanding of volunteer uniforming needs as they relate to outdoor venues. Involve sports co-ordinators in these needs. Look at providing larger jacket sizes for layering etc. provide men's and women's sizes for correct fitting. Order uniforms early enough for fall back contingency plans if needed (changes/additional needs). Identify specific weather related volunteer uniform needs and requirements.

Competition Venues (including Officials and Awards)

Alpine Skiing

OBSERVATIONS:

- Venue set up in progress and on schedule
- Practice slopes provided – 2 Grand Slalom course
- To get to the start of the pre-set course athletes need to climb up a hill
- No course assistance in case of an emergency or knocked down gate (helicopter assistance)
- Lift personnel friendly but seemed not familiar with dealing with athletes
- Piste in excellent condition, well prepared and fenced
- Race course was set in harmony with the terrain - courses in excellent condition with good course setting
- Procedure of assessment was well handled according to the rules – fair to the athletes
- Storage of ski's provided
- Assignment of the DAL's for the first day was confusing for them – some were not able to find their assigned teams and had to find other teams without any assistance
- Transportation of athletes and coaches was good
- Athletes and coaches tent – a choice of food was available including hot soup
- Missing coaches information was due to a communication problem
- The course crew did a great job in getting the venue set-up for competition after the storm, which tore down most of the fencing etc.
- Despite the weather conditions all the downhill divisioning went well

- Equipment of many athletes does not correspond to the standard of the new technology and the needs of the athletes
- Race management was good throughout the week
- More than 50% of the athletes were using old equipment
- Awards staging of athletes was well prepared and well timed
- 2 chairlifts were not safe for the athletes at Alyeska – no front protection bar
- Competition schedule was followed
- Divisioning done in accordance with Special Olympics rules
- Sport equipment met Special Olympics, NGB and FIS rules
- Warm area large enough to accommodate large groups during inclement weather
- Visible score board for competitors, coaches and spectators
- Signage to the venue not visible – particularly as a means of providing direction to the venue
- Athlete escorts assigned
- Limited number of spectators

COMMENDATIONS:

- All preparations seem to be on schedule
- Venue operating smoothly despite effects of the storm
- Good use of ski patrols
- Course clearly marked
- Storage bins provided for each delegation as well as being assigned tables in the tent
- Officials and volunteers did a good job

RECOMMENDATIONS:

- Assignment of DAL duties should be made in advance, prior to the first day of training for the teams
- On soft snow conditions there should be a team which slides the course after every group
- The room with the ski rental would have been a better place for the athlete dining area
- Celebrity race – no parallel race but rather a team of 8 (4 athletes, 4 celebrities) that have to match a given time and the team closest to the time wins
- 3 FIS TD for each course and 3 referees with extensive SO background
- Officials need to be certified and have extensive Special Olympics experience
- Each venue should have both primary and secondary timing facilities with GMS compatibility
- Imperative that the coaches come prepared knowing both the FIS and Special Olympics rules
- SOI needs to provide the vehicle to support this by having sports specific professional staff
- More emphasis on coaches education regarding rules and venue management
- Possibility of using the Alyeska hotel for additional lounge space/eating area
- Inflatable poles should be used (inside gate) as athletes are not wearing protection

- Develop equipment awareness for athletes and coaches for better training and competition

Cross Country Skiing

OBSERVATIONS:

- Not all the coaches attend meetings
- Not enough space/equipment provided for waxing initially
- No 8th place podium stand
- Not enough space at this venue and snow shoeing to accommodate everybody inside during bad weather
- Coaches reporting that their athletes are not appearing on the preliminary results sheets
- Ski preparation area too small
- No security at ski locker
- Able to access athlete lounge without credential being checked during busy lunch time
- 5 irons for waxing had not arrived by the 6th of March
- No real job descriptions for senior personnel at sports venue
- Work load too great for sports venue co-ordinator
- Photocopier would not collate and staple without tripping the circuit
- Awards being presented before the 30 minute protest time had elapsed
- Announcement of awards could not be heard
- Announcer did not announce Special Olympics before the name of the programme
- Snow build up on the podium – athlete slipped. Podiums were being painted with grit to prevent slips and were being brushed
- Athletes all stood up on the podium at the same time. Volunteers unaware of the protocol for awards to encourage the athlete to step up when their name is called.
- Sound system at the awards area – trying to save \$4000 – insisted on using other system which was not effective enough
- Disqualification's ranged from 15%-68%
- No disqualification's for 7.5K and 10K because they do not do preliminaries. They use the preliminary 5K final time and then estimate finish time to create a start list. Because there are so many estimates they cannot apply the honest effort rule.
- Coaches can see if the athlete falls on the shorter courses so could protest and put in a faster time is necessary. Not so easy on the longer courses, so more important for coaches to have a good idea of expected time
- Some coaches do not know their athletes and have never seen the sports rules book
- When conditions change forerunners get timed in new conditions and honest effort % is increased to compensate for faster conditions e.g. 15%-30%
- Start officials needed coach because skiers binding broke before the race. Took 30 minutes to locate the coach even with announcements being made.

Coach was found drinking coffee in the chalet – skier was given new binding but then missed the start time

- Coach trying to abuse the protest system by using the excuse that athlete missed start time because he was talking to a VIP, when in fact they were in the bathroom
- Athletes arriving late – coaches and athletes are responsible to get to the events on time
- Venue directors used interpreters to explain that the rules must be followed
- Good viewing for spectators
- Directional signage to Kincaid not good
- Venue control checkpoints have friendly volunteers who are also efficient
- Good venue – excellent race courses according to Olympic expert
- Excellent venue set up
- At cross country skiing and snowshoeing feminine hygiene products had to be purchased as some athletes came ill prepared
- No security on ski locker at cross country – open access to athletes and coaches

COMMENDATIONS:

- World class trails as judged by Olympic experts
- No track on the downhill sections of the 3k and longer races ensures safety of the athlete
- Groomers did an outstanding job
- Good idea to place numbers at the back of the podiums at cross country skiing and snowshoeing
- Excellent well organised system in staging tent for awards at cross country and snowshoeing
- Awards ran very smoothly at cross country and snowshoeing
- Protest process at cross country worked well and decisions accepted by the coaches as being fair
- Announcers for races were excellent
- Alerted to omission of No 8th place podium stand and rectified problem

RECOMMENDATIONS:

- Have boxes available for delegations to keep their equipment in
- Extra tent area required to increase capacity – requested by TD but not supplied
- Ensure that the GMS and timing systems interface. Test should be done and the system up and running before the games begin.
- To increase spectator participation have one or two positions for closed circuit TV (on the course) to relay pictures from the long courses back to the spectator areas
- Increased security vigilance at busy times – easy to get distracted by pin swapping and interaction with the athletes
- Provide clear job descriptions for senior personnel at the sports venue
- Check the required electrical supply is sufficient to handle the load without tripping the circuit

- Trial the audio equipment in real event before hand. Ensure that speakers are well positioned for maximum effect
- Better training on protocol for volunteers – especially regarding awards presentations. More information from SOI about award procedure
- For outside venues find a better surface for the podium to prevent slipping

Snowshoeing

OBSERVATIONS:

- Great venue set up
- Race officials are friendly and helpful
- Race (start) procedure for the athletes went smoothly
- At each start a staging tent
- The timing hut had video recording for the finish
- Honest effort rule enforced
- Lunch area was crowded
- Many of the functional areas scheduled load in on the same day
- Good distribution of lunches, fast moving lines, good variety of food
- Lack of clear cut job descriptions for venue co-ordinators
- Total budget for Kincaid \$200,000 (snowshoeing and cross country skiing)
- Games time petty cash allotment \$250
- Team gained access to venue on 26th to ensure slow steady set-up with team of volunteers. Deliveries arrived on the 3rd except equipment for field of play. Logistics would not make the deliveries before the 1st unless venue was covered by security. Sport venue co-ordinator and husband had to live in camper van on site prior to 1st when security arrived to enable them to get some furniture, fixtures and equipment.
- Contractor was still finishing work on chalet and had equipment on site on the 1st of March which made it difficult to set up the venue and start training the volunteers
- No floor in staging tent
- Request for bigger tents overruled
- Officials were standing for long periods of time out in the snow on the field
- Numbers on the front of the podium are very small
- Good social places for the athletes to meet
- Electronic time display

COMMENDATIONS:

- Good competition
- Clear volunteer roles and responsibilities
- Volunteers were focused and enthusiastic about their jobs
- Beautiful venue – look of the Games (fencing, banners etc.)
- Excellent track and trails
- Volunteers and officials doing an outstanding job
- Pleasant atmosphere during the competition
- Rescheduled clinic for relay tagging and held it before preliminaries rather than before the finals

- Decision to re-run final of F200m where 2 athletes out of 4 were disqualified. 1 for accidental damage to another's snowshoe and the 2nd for finishing with only 1 snowshoe. Very fair decision

RECOMMENDATIONS:

- Schedule move in earlier for troubleshooting capabilities
- Provide spectator seating/grandstands by the awards area
- Need better clarification for differentiation between venue and games budgets
- More budget control needs to lie in the hands of the venue co-ordinator. Include their input and monitoring
- Provide budgetary inputs/updates throughout the venue build out process/move in process
- Sites should be manned by security as soon as access is gained and better liaison with logistics
- Provide warmer surface/floored area and seats at the venue
- All athletes wear eye protection in sprint races when lots of snow kicked up
- Include information about pacing in the Sports Skills Guide.
- Encourage Unified snowshoe relay events
- Have bigger numbers on the podium
- SOI to look at the training of all coaches and how they are being selected for these positions. How can coaches be here but not know the rules or have read the rule book and not know their athletes

Snowboarding

OBSERVATIONS:

- Signage not good in order to find the venue
- Very little Special Olympics signage at the venue
- Good arrangement for athletes, coaches, and honoured guests at the venue – good atmosphere
- Chair lift has no safety bars
- Fenced upper part too flat, not creating a comfortable speed in certain snow conditions
- Assessment went smooth according to the small number of athletes
- 1 assessment required at Hilltop
- Competition procedure was slow
- Some gate keepers had no skis
- There was competition with only 1 or 2 athletes
- Hilltop ski area offers great space for the competition
- FF & E requests – confusion regarding equipment deliveries etc.
- Minimal security at the family and honoured guest lounges
- Volunteers – overall were many different job descriptions/functions gathered under one umbrella which caused confusion

COMMENDATIONS:

- Good security
- Military involvement very good – important at all venues

- Look of games very nice/appealing
- Athlete finish pen very well done with security established for control

RECOMMENDATIONS:

- Need better clarification of roles (officials, technical delegates etc.)
- Assign officials to proper positions (research is the key)
- Need overview of venue contracts by knowledgeable person (legal person etc.)
- Need specific job descriptions available
- Slide slipping the course should be better organised – have 3-4 people instead of 1 person
- Competition schedule needs to be restructured in order to move faster
- Locate a better area for the awards – more visually pleasing

Figure Skating

OBSERVATIONS:

- Paperwork being sent to sports desk not hole punched so difficult to put into required files
- Often ran out of food in Honoured Guests lounge. Confusion as to whether officials should be accessing lounge possibly caused this problem
- Regular cleaning of spectator seating
- Guest skaters not advertised due to late notice that SOI were not selecting guest skaters and printing had already been done
- Facilities for the competition were excellent and the best quality for the athletes
- Medal ceremony will be done on the ice rink and the athletes will be wearing their skates and be escorted to the podium by volunteers
- Designated areas for media and TV crews
- The rules of the competition do not allow filming during a competition from the floor level
- Smooth flow of events with events done on time
- Divisioning representative of ability levels
- Announcements clear and informative
- Awards ceremony beautiful but 15 minutes behind schedule

COMMENDATIONS:

- Enhancement of facility to accommodate competition i.e. building of ramps, installing additional electrical outlets, panelling etc
- Excellent layout of venue for most practical utilisation of space
- Flexibility in plans to accommodate venue changes based on crowd control, availability of required seating
- Special areas – family, honoured guests, media, athlete lounge etc. well defined and spacious
- Competition events on time
- Staging done 30 minutes prior to event

- Staging process includes pre-staging of athletes to verify correct entrant participation in event
- Results available all most immediately and posted in both coaches and spectator area
- Entertainment/lunch provided in athlete lounge
- Storage area for athlete gear
- Make up room and volunteers provided to assist athletes in their performance preparation
- Opportunity provided to have costumes repaired by volunteers
- Consistent deployment of volunteers – medical, security officials
- Good team interaction re management of venue (director, TD, medical leaders etc.)
- Firm but professional management of media requests and expectations
- Venue well run
- Competitions done promptly and results posted expeditiously
- Area identified for family coaches to take picture of after award ceremony
- Staging for awards ceremony
- Great idea for storage area coded to athletes hotel to keep spectator area/athlete areas free of baggage
- Video's, colouring books, reading materials and games provided in athlete lounge
- Special Olympic skaters presented flowers to thanks guest skaters
- The logistics and markings for public and competitors are easy to understand and there is no problem with finding place for VIP, families and athletes
- Facilities were designed for wheelchair access
- Officials were chosen from four competing countries; Russia, Austria, Canada, South Africa, France and the USA and there is an athlete official from the USA
- Volunteers are doing a good job and their duties include assisting with make-up and something new at a competition is having somebody there able to do last minute costume repairs
- Information for coaches and media was immediately available

RECOMMENDATIONS:

- Possibility of scheduling general meeting for media prior to start of competition so consistent information is given concerning expectations and limitations
- More variety of food in honoured guest lounge
- More training and clarity regarding access symbols on credentials

Speed Skating

OBSERVATIONS:

- Awards stand arrived without an 8th place position on the podium
- Power and heat not working in both the honoured guest and volunteer tents due to facility problems
- During divisioning races with only 2 athletes competing at a time, results were being announced which was confusing to the spectators

- Difficulty in locating directional signage closer to the venue
- Athletes should have the correct equipment
- Coaches should be diligent to see that the equipment is required
- Lunch room was small and the floor wet
- Enforce the no national flag rule
- Warm atmosphere and large group of spectators
- Divisioning completed with 40 minutes delay –done in accordance with the rules
- Majority of disqualifications were caused by 15% or better score in the final round
- A large group of athletes arrived without the proper equipment (no shin-guards) which the organisers then provided. The use of protective gear in the rules is not clear
- Information about the coaching set up was too late
- Not all coaches participated in the coaches meetings
- During some of the races there was only one referee on the ice
- The venue does not have adequate space for lockers, warm-up before competitions, not enough room for spectators
- Organisation of the award ceremony takes place on the ice
- During one of the awards ceremonies, the athletes were presented with awards not according to their final results
- Unsystematic staging
- Limited announcement pertaining to staging of events
- Use of numbers to inform coaches of events
- Seating inadequate for both participants and spectators. Some spectators were sent away
- No indication when race ended and skaters continued skating after completing the distance
- Locker room unsecured – could not store athletes bags etc.
- No signage in front of the venue
- No place for the athletes to relax and stretch while waiting for the competition
- The first bus got out of the BTC 1 hour before the warm-up time, getting to the venue 10 minutes before the scheduled start which was not good for the teams preparation for the competition

COMMENDATIONS:

- Good use of signage within the venue
- Easy and clear roles and responsibilities regarding the venue director and support personnel
- Supportive facility personnel/ very willing to work with the volunteers, venue director etc.
- Volunteers doing a good job passing out programmes and information to the spectators/ they were friendly
- Volunteers and venue personnel did a good job in securing the necessary paint, carpet etc. required to construct an 8th place on the podium – they acted very quickly to solve the problem
- A radio call was received that the athletes were cold in the staging area and a request was made for blankets – within 15 minutes blankets were secured and on their way from military personnel

- Key volunteers worked quickly to secure generators for the heating problems in the tents
- The facility was well prepared for competition, easily recognisable
- Special areas designated for wheelchair access
- In the central area of the ice there was a beautiful 2001 logo
- Competition is well conducted with a great atmosphere
- Volunteers and officials were excellent
- Organisers, officials, volunteers and security working efficiently
- Good security for entrance into athlete areas
- Athletes change rooms identified according to gender
- Quick results after events
- Honoured guests, family, volunteer areas well defined and staffed

RECOMMENDATIONS:

- Better information should be provided within the coaches' handbook and HOD manual. Many of the HOD's were asking at the venue if the GOC was going to be providing extra equipment
- Announcer could read a brief explanation of what events were taking place
- During athlete warm-up have music playing continuously for atmosphere – this was happening on occasion
- Systematic staging process to facilitate smooth participation
- Larger area for athlete and spectator seating
- Temporary storage for athletes bags and equipment
- The first bus leaves earlier to get the athletes to the venue at least 1 hour before the start of the competition
- Should be 1 venue manager and 1 sport manager

Floor Hockey

OBSERVATIONS:

- Athletes changing in the competition hall
- No practice floor available
- Referees not consistent in their calling of violations
- Information table not in use – information to the coaches limited
- No loud speakers in the athletes lounge for announcements of team play
- Washrooms not totally functional
- Language difficulty with the non-English speaking referees
- Competition site crowded
- Medical venue very busy
- Limited wheelchair access for games
- Venue inadequate for the number of courts required
- Limited language services at courts
- Some teams possess limited equipment
- Competition went well
- Officials and coaches worked well together to resolve any disputes
- The traffic flow was smooth in getting out to the venues

- Toilets outside the venue – not sufficient for all the athletes, especially when the trailer toilets broke down due to a lack of water
- Limited spectator seating. Seating sections are not secure and are a risk for spectators
- The field of play walls are not secure and move backward and forward with people leaning against them
- There is no signage indicating where the floor hockey venue is on the road
- Signage indicating entrances to the venue are small
- Small signs indicating the fields of play
- Some delegations did not bring equal numbers of partners for the Unified games
- Games schedule is not defined because of divisioning
- Lots of rearrangement of competition groups
- Coaches meeting regarding athlete rough play
- Athletes injured on the field of play receive first aid by the coaches not medical services
- Many national flags in the venue
- Scoring device on all courts
- Courts clearly marked
- Visible results and competition schedule
- Medical station visible
- During official training days there were problems with transportation
- Awards ceremony will take place on Saturday where court 6 is positioned. Set up will be on Friday night
- From the 4th sport information was available throughout the venue
- Designated families, honoured guests, spectator, media access
- Officials priorities assigned.
- All officials were clearly identified
- Two certified referees (in uniform) per court

COMMENDATIONS:

- Well defined honoured guest and family areas
- Media area also visible
- Clear announcements in the hall
- Deployment of officials consistent and systematic
- Lunches contained a hot item (soup) in addition to the boxed lunch
- Divisioning being done consistently
- Excellent transportation to and from the venue – very little down time waiting for transport
- Good security
- Good effort at crowd control in light of limited spacing
- More opportunities for competitive play
- Consistent deployment of volunteers in all areas of responsibility i.e. food clean up etc.
- Good sale of merchandising based on the location of the booth
- Excellent link with language services (cell phone) if a language difficulty occurs on the bus
- Plenty of water and juice available for the athletes

- Venue co-ordinator and his staff worked well to overcome any problems at the venue
- Family members and host team school children participated enthusiastically to stimulate the athletes during competition
- Medical services were well prepared and strategically placed at the venue
- Divisioning process (evaluation of the teams) done by five people with floor hockey experience
- Referees uniform looked good
- The results are visible and are easy to access
- All day the stands were occupied by spectators making the games exciting
- Medical services located in a strategic position and providing an excellent service to the athletes
- Medical services are well equipped to attend to emergency cases
- Good volunteer services in the athlete tent
- Food quality and quantity are good – lots of fruit, juice and soup available
- Constant public presence during the Games
- Good organisation of the venue
- Security and communication systems functioning smoothly
- Awards ceremony area well prepared
- Competition schedule on time
- Volunteers polite and helpful
- From the 5th March transportation was organised smoothly

RECOMMENDATIONS:

- Ensure that the competition site can adequately accommodate the number of courts including those for practice
- Ensure that the competition dimensions are adhered to
- Prior training for referees to ensure consistent calling of violations
- Toilet facilities should be functional at all times (with water available)
- Area set aside for the teams to change in and store their gear
- Language services needed to be consistently deployed
- Modification of rules based on feedback from referees
- Standardising equipment for competition i.e. identification of source for purchasing equipment. Sourcing information available to coaches
- Toilets and changing areas close to the athletes inside the venue
- Have more sturdy court walls
- Each field of play should have a first aid person on hand
- Have larger signs higher up on the outside buildings for the entrances for the public and athletes so that people are able to see which way they need to get in
- Delegations in the athlete tent should have an informal entertainment area
- Each floor hockey court should have a larger sign in a strategic place so that everybody in the venue is able to see the court number
- Create a better more efficient divisioning process
- Have the competition group schedule defined as early as possible
- Avoid changes in schedules already decided
- Referees should have periodic meetings prior to games
- Scoreboards consist of home and away area. Difficult for spectators to decipher which teams is which. Placards could be placed with delegations

names on it that will sit over the scoreboards for easy reference for the spectators

- Build/provide wheelchair raises on each side of the courts so that wheelchair athletes and spectators can see over the dasher boards
- Transportation to be provided to the athletes during the scheduled training days