This After Action Report is for: Law Enforcement Torch Run Final Leg - 2001
Department: Public Relations
Director: Nance Larsen
GOC Staff: Stacy Schubert

This After Action Report contains the following reference material in binder format:

**Section 1:** 2001 Final Leg Planning Committee
- Committee Contact Information
- Committee Timeline
- Budget Summary
- Banner samples
- Committee Agenda’s & Correspondence

**Section 2:** Runner Nomination Letter & Forms
- Acceptance Letter to Final Leg Team Members
- Holiday Letter from Capt. Michael Teem

**Section 3:** “Flame of Hope” letter to Alaska schools
- “Flame of Hope” Press Release
- Letter to participating schools
- Ceremony Overview & History of “Flame of Hope”
- Talking Points for school ceremony
- School Schedule for “Flame of Hope”
Section 4: 2001 Final Leg Media Plan
- PR Distribution List (print, radio)
- Fact Sheets
- Press Releases
- Web Blurb
- Media/Photo Advisories
- Public Service Announcements

Section 5: 2001 Torch Run Final Leg Schedule
- 2001 Final Leg Team Assignments
- 2001 Torch Run Final Leg Team
- Final Leg Team Clothing Sizes
- Host Team School List
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- Support Team General Assignments
- Final Leg Team BIOS
- Capt. Michael Teem’s BIO

Section 6: BP Ceremony
- Overview & Agenda
- Draft Ceremony Agenda Outline
- Ceremony Check List
- Script for Sarah Mass
- Media Advisory
- Invitation Letters

Section 7: Alyeska Resort Ceremony
- Overview & Agenda
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Section 8: Law Enforcement Torch Run Final Leg Operations Plan

Section 9: 2001 Torch Run Final Leg Media Plan & After Action Report

Section 10: Press Clips
Law Enforcement Torch Run
After Action Report

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The following After Action Report has been combined with the actual Games Functional Area Operations Plan. Items that are italic, bolded and highlighted in gray are the actual After Action Statements.
RESEARCH:

**Law Enforcement Torch Run for Special Olympics:** According to Special Olympics, Inc., the Law Enforcement Torch Run for Special Olympics is an international series of torch relays, run by law enforcement officers, leading up to World Games competition. Law Enforcement Officers raise money in conjunction with their Torch Runs for their local Special Olympics program.

The Law Enforcement Torch Run is the largest grassroots fundraiser and public awareness vehicle for Special Olympics, raising more than $4.8 million for Special Olympics programs in 1999. Nearly 75,000 law enforcement officers have carried the *Flame of Hope* in 50 states and three nations raising awareness and funds for Special Olympics.

The idea for the Torch Run was conceived in 1981, when Wichita, Kansas Police Chief, Richard LaMunyon saw an immediate need to raise funds and increase awareness of Special Olympics in his community. LaMunyon foresaw the Torch Run as a way to partner local law enforcement personnel with the community and Special Olympics. In 1984, the International Association of Chiefs of Police (IACP) lent their support to the growing movement. The Torch Run expanded into seven states by 1985; 43 states by 1986; and, 50 states and 28 nations in 1999.

The flame for the 2001 Special Olympics World Winter Games will be ignited by the rays of the sun opposite the Acropolis in Athens, Greece. The symbolic flame will be split and protected in miners lamps, and will travel across the Pacific Ocean to Anchorage, Alaska under the care of a local law enforcement officer and a Special Olympics athlete.

The Final Leg tradition is for law enforcement officers, representing their state, province or nation, to act as *Guardians of the Flame*, carrying the *Flame of Hope* to the Opening Ceremony at World Games, signaling the official start of competition. The event is called the Final Leg, because it represents the culmination of Torch Run events that have occurred in previous states, nations or provinces prior to the World Games. The Final Leg is a salute to the athletes from around the world who will compete in the World Games, but also an honor for the participating law enforcement officers who comprise the Torch Run Final Leg Team.

**The Olympic Flame:** According to Special Olympics, Inc., historians suggest the symbolic use of the flame in association with Olympic competition emanates from the ancient Greeks devotion to Hera - queen of the mythological Gods. Her shrine stands in the home of the ancient Olympic Games in Olympia, Greece, where the first recorded Games were held in 776 BC. The torch lighting ceremony used in association of the Special Olympics World Games is nearly identical to the ceremony undertaken for other
IOC's competitions. The ancient Greeks kindled the flame by concentrating rays of the sun in a type of mirrored bowl that set a clump of dried grass on fire. The modern use of the parabolic mirror is directly inspired by the ancient ceremony. Special Olympics' flame lighting ceremony occurs on a hilltop opposite the Acropolis in Athens, Greece. Special Olympics athletes from Greece play an integral role in the ceremony; following the ignition of the flame, the most treasured symbol of the Olympics is transferred to a torch held by a Greek Special Olympics marathon participant and conveyed to its departure point for its respective World Games destination.

The Torch Relay concept owes its modern roots to a German organizer of the 1936 Berlin Games, who organized a Torch relay from Greece to the German capitol. On July 20, 1936, a young Greek, Konstantin Kondylis, became the first runner in the history of the modern Torch Relay tradition, of which the Law Enforcement Torch Run proudly continues.

The Olympic flame is symbolic of the light of Spirit, Knowledge and Life; with identical Power and Majesty, the Special Olympics Flame of Hope is entrusted in the care of the international Law Enforcement community. This international body of officials is symbolic of the courage and celebration of diversity that the Special Olympics movement represents.

**Torch Arrival Event:** At past World Games, Torch Run ceremonies have been deemed most successful with the visible involvement of local VIP's, Law Enforcement and government officials, local dignitaries, Special Olympics athletes and host team program participants.

Ceremony and protocol demand creativity, planning, rehearsal and time. The following guidelines should be incorporated into a typical ceremony:

- General public and dignitaries arrive on time and are situated accordingly
- Final Leg advance person arrives to facilitate pending arrival of team (relays imminent arrival via radio/cell phones/pagers)
- Team arrives and is situated facing audience at "parade rest"
- Remarks:
  - Emcee (Welcome)
  - Introduction of VIP's
  - VIP remarks/Athlete Remarks/Final Leg designee remarks
  - Mutual presentation of dignitary gifts
  - Emcee (Close)

In addition to those listed above, the following groups of people add great color to ceremonies:

Group homes, sheltered workshops, assisted living units, special education centers, Veteran's Groups, Boy & Girl Scout troops, school children, law enforcement and/or
military honor guards, law enforcement executives, military band and fire departments. Whenever possible, these groups should be dressed in uniform.

- 33 ceremonies were organized in schools statewide through the assistance of the GOC.
- It was stressed at each school that their ceremony should be individual and unique – showcasing the state of Alaska. This worked very well and was well received by media. Ceremonies at each school were varied, samples include:
  - Students lined the streets and parking lots awaiting the Flame of Hope
  - One student wrote a poem for the Torch Runners
  - A school hosted a potluck lunch and had a dance at the end of the night
  - Alaska Dog Teams provided rides for students and runners
  - Students shared gifts – t-shirts, homemade cards, baseball caps – with the Final Leg Team

- In most instances, members of the Final Leg Support Team arrived 15-minutes early to provide last-minute assistance and updates to the host of the ceremony. Contact names were available in advance. Contact was made to the schools via radio with the lead runner and support team. Although the support team was key to the success of the Final Leg, it should be stressed in future Games that any changes made prior to a ceremony should be minimal – and only in the event that the change will definitely enhance the presentation at that ceremony.

- Ceremonies were very brief – 15-30 minutes each – because of mandated state testing in the Anchorage area, there were limited timetables available. This fostered both positive and negative feedback. Many schools anticipated longer ceremonies, but had to cut down on things they could do with the Team while they were at the school. However, the brevity created an atmosphere of excitement among young school children, as they did not bore so quickly, and Teams were able to attend more ceremonies in the area.

- All ceremonies in schools should have been coordinated directly through the superintendent, who could then grant the GOC approval to proceed to individual principals, or choose to select schools him/herself. The 2001 GOC contacted principals first, and then backtracked to the superintendents. Through contact with the superintendent first, this process would eliminate work on behalf of the GOC and will facilitate better communication between the various groups.

- Ceremonies in schools were an effective way of generating interest about Special Olympics among the youth, and the relay concept was picked up by media throughout the state. Many schools chose to invite parents, volunteers and dignitaries to their ceremonies – also fostering an atmosphere of acceptance of people with mental retardation among school children – and
creating a way in which they could highlight students or volunteers in their own school or district.

- **Athletes on the Final Leg Team** were an integral piece of the success of the movement and the first-time introduction of Special Olympics athletes to the Final Leg Team was very successful. Athletes spoke at each of the ceremonies, highlighting their lifetime achievements and thanking students for their involvement in the 2001 World Games. The athletes brought a ‘face’ to the Games and their speeches certainly enhanced each and every ceremony.

**GOALS:**

- Promote the 2001 Torch Run Final Leg
  - Generate excitement and pride throughout the Alaska Law Enforcement Community, School Community and the Special Olympics Community
- Make athletes the focus of the celebration
  - Solicit local Special Olympics program participation
  - Show participation is more important than winning. Rewards of competition are skills, courage, sharing and joy
  - Educate local students about the Final Leg, Special Olympics and the 2001 World Games
- Portray the partnership between the Law Enforcement Community and Special Olympics as a positive force in local communities
  - More than $61 million has been raised by the Law Enforcement Torch Run since 1981, more than 75,000 members are involved internationally
- Draw attention to the 2001 Special Olympics World Winter Games • Alaska
- Raise awareness about Special Olympics within individual communities
- Portray Olympic ideal and pageantry - showing sports as a positive force in the world

**OBJECTIVE/STRATEGY:**

The overall media strategy of the 2001 Torch Run Final Leg will take a very individual and tailored approach to cities where ceremonies are held. The Final Leg Team will be broken down into 10 teams, consisting of 10 members including a team leader and a Special Olympics athlete. Each team will reach various communities throughout Alaska, via ceremonies within elementary and middle schools. In addition, ceremonies are planned involving mayors in Juneau, the state capitol; and Anchorage, the state's largest city and host to the 2001 World Games. Media in each city will be notified and encouraged to attend scheduled ceremonies.

Coverage of the Final Leg’s trek was well documented on local, national and international levels by print, radio and television; however, more emphasis should
have been placed on publicity prior to the event by SOI. This goal could have been accomplished by sending out press releases in a timelier manner – including the Flame’s lighting in Greece, (the GOC did not receive satellite coordinates until they were no longer available) and the selection process of members, (a release that was never created) for example.

Make written contact (include a Final Leg Fact Sheet and 2001 World Games Fact Sheet with the letter) with superintendents at each of the school districts in Alaska, offering them the opportunity to request the Flame of Hope, within local schools. Superintendents may contact each individual school within their district. Written/Email requests are to be turned into Games Organizing Committee (GOC) Liaison Stacy Schubert.

The purpose of the letter was not clear to the school officials, as they were not asked to choose a school(s). Superintendents should be clearly directed to choose a ‘Top 10’ list of schools where the Flame should travel, thus cutting down on the amount of communication between individual schools.

Speak at a School Enrichment Advisory Committee Meeting to an audience consisting of school officials, discussing the Torch Run Final Leg and requesting their support of the program.

Working with the School Enrichment Program and Host Team program was an effective way of getting teachers excited about the Final Leg prior to the event. A tentative schedule was passed to educators at the meeting; it was difficult to communicate changes as things progressed because they were so frequent. (For example, one school may have been tentatively scheduled for Friday, but due to the testing, we had to move that school to Thursday – creating a domino effect where other schools also had to be moved to earlier or later times).

The school schedules should be solidified at least one month prior to the event to allow for adequate planning on behalf of schools and also to ease the minds of those on the Final Leg Team. This task is very time consuming. It was unclear as to whose responsibility scheduling was until about 30-days prior to the execution of the event. The GOC created the tentative schedule with dates and morning/afternoon times based on schools requests; however, the Alaska State Troopers were ultimately responsible for setting specific times. This task included figuring out drive times and routes to each school.

Footage and photography of the Flame Lighting Ceremony in Greece will be available to media at the GOC media center at the Anchorage Hilton Hotel upon opening on March 1, at the arrival ceremony on Feb. 18, and at the breakout ceremony on Feb. 28.

NBC affiliate, KTUU Channel 2 News reporter and videographer, traveled to Greece and provided footage of the ceremony to all local news stations. Footage was not provided at the media center, as it did not open until March 4.
Write a press release to be distributed in Seward, Kenai, and Soldotna, highlighting Law Enforcement officer, Brandon Anderson, who was chosen to run in the Final Leg.

Write a press release to be distributed in the Anchorage bowl, highlighting the achievements of the Special Olympics (SO) Athlete Runner Mike Mulcahy.

Several local publications picked up these releases.

Write a press release to be distributed statewide announcing the Flame Lighting Ceremony, to be held in Athens, Greece. Also, create advisories to be distributed throughout the Anchorage bowl announcing the Flame arrival in Anchorage, AK, on Feb. 18, 2001.

This release was generated by SOI; it was very generic.

Releases/advisories will be distributed statewide announcing the Breakout Ceremony on Feb. 28, from the Alaska State Troopers. This release will be generated and distributed through the GOC.

A local advisory generated by the GOC went out about the Breakout Ceremony; it was very well attended by local media (four radio stations did live remotes, the Anchorage Daily News attended, in addition to other print media including Alaska Journal of Commerce, Anchorage Press, and all three major television stations covered the event – ABC, CBS, and NBC). Also, two international television stations – Austria and Japan – covered the event.

The 2001 World Games Web site will begin posting information about the Final Leg in January 2001. Information will highlight athlete and runner profiles and photos, a flame tracking system, and general Torch Run information. Athletes and Runners will be tracked on the Web via the GMS3 system, the same system used to track all 2,750 athletes competing in the 2001 World Games.

More comprehensive coverage on the Web site is needed in future Games – including daily updates and reports. A link was provided to the team photographer’s personal site, but it was time consuming to access. A photo bank should be available in the GOC’s online media center, along with a master schedule of events/ceremonies throughout the week. A map of the Anchorage area was provided and had torches that indicated the Flame’s scheduled visits. The GOC and Final Leg Team shared the goal of daily Flame tracking system, although this was not available due to problems with the Web site.

Media Advisories will be sent out statewide stating the time/date and location of local school ceremonies. Schools to be covered include Anchorage, Eagle River, Girdwood, Palmer, Wasilla, Juneau, Kodiak, Fairbanks, Sitka and Barrow.
Media coverage throughout the state was good. Sample clips are provided at the end of the report. Each school also received a generic press release – stating the Flame was coming to their school. The release left spaces to talk about why their school was selected and if they had athletes competing in the 2001 World Games. Schools were notified they could use the piece in their newsletters or for distribution if they so wished.

Special Olympics, Inc., containing information provided by the GOC, will create Media kits. These kits will be available for distribution to media at schools and at community ceremonies.

Two media kits were created – one by SOI and one by the GOC – SOI’s was more extensive, although not readily available due to circumstances beyond our control. (Kirsten Suto from SOI was going to bring kits with her prior to her arrival on Feb. 28, however, her travel plans were delayed and she sent them express mail. The kits were not available until after March 1). SOI’s kit included officer and athlete profiles, a journey of the Flame, and a general press release. In future events, these materials (in their entirety) could be faxed or emailed to the GOC; in the event this situation occurs again, the GOC does not have to duplicate SOI’s efforts.

The GOC’s media kit consisted of:

- 2001 World Games Fact Sheet
- Participating Nations Fact Sheet
- Journey of the Flame (created by SOI)
- Final Leg Fact Sheet
- “Another first, athletes selected to run in the Final Leg,” press release including athlete bios
- “Flame of Hope Unveiled to the World,” press release
- Media Advisories for the next days events

The mayor of the local communities will be invited to attend the school ceremonies, along with local Law Enforcement officials; heightening the awareness of the partnership between local community agencies, officials and Special Olympics.

Any invitations sent to local dignitaries for all-public ceremonies should be sent four-weeks prior to the event. Request RSVP’s; follow-up up calls should be made five-working days prior to the event. This would have worked well at the BP ceremony – had the mayor or other dignitaries attended, we could have maximized the publicity opportunity.

An athlete will attend and actively participate in all Final Leg Ceremonies. In all cases possible, a Special Olympics athlete from the SO local program or school will be involved in the ceremony. One athlete will also participate as an active member of the Final Leg team.
Local Special Olympics program directors should be contacted at least six-weeks prior to scheduled events. This responsibility was that of Special Olympics Alaska. Only one week prior to the beginning of the Final Leg the GOC received a call from a program director who had not heard anything about the Flame traveling to their area. Nicolle Egan, the GOC School Enrichment manager, offered to assist and made email contact with all of the local programs where the Flame was scheduled to travel. Although short-notice was an inconvenience for most area directors, they were given the opportunity to have their athletes participate in the Final Leg ceremonies. Also, schools were asked to notify their local Special Olympics Program Director when they knew the Torch would be traveling to their school.

Runner and Athlete Bio's will be available for media at each ceremony and at the GOC media center.

Bios should be made available to media at each ceremony. Depending on the date of the opening of the media center, only a few copies should be needed in that location.

On Thursday, March 1, a ceremony will be held in Juneau, AK, at the Governor's mansion. The entire city will be invited to attend and participate in the event. Press releases and historical information about the Final Leg will be made available to the local television, radio stations and *The Juneau Empire* newspaper prior to the Flame's arrival.

In future events, more communication is necessary between those setting up ceremonies and those publicizing events. For example, in Juneau, the ceremony was set up by John Glass of the Alaska State Troopers, but was not highly publicized due to a few outstanding issues – VIP participation, weather, open to the public, etc. At local schools, the GOC requested an itinerary of the schools plans. This worked well for directing media to schools where dogsleds were present or unique gifts were to be presented.

Weekly calls are suggested between the organizer of each event and the publicist during the month prior to the execution of the Final Leg, ensuring timely and accurate communication.

*Note: Although a media advisory was drafted several days in advance to the Juneau ceremony, a large earthquake in Seattle had the potential to affect flights into Juneau – making the Team unable to hold a ceremony there. This media advisory held the first specifics about the Final Leg Teams’ travels in Juneau.*

Also on Thursday, March 1, a ribbon-cutting ceremony will be held at Special Olympics Town announcing its opening. The mayor of Anchorage, George Wuerch, is scheduled to be in attendance. Members of the Final Leg team in Anchorage will also be in the forefront of the ceremony.

This event received little coverage; television channels 2 (NBC affiliate) & 13 (ABC affiliate) covered the event, in addition to KENI news radio.
On Saturday, March 3, a ceremony is tentatively scheduled at Special Olympics Town in Anchorage at 4 p.m. The ceremony will follow the 40-mile run from the Matanuska Valley into Anchorage, and possible Iditarod involvement. The mayor of Anchorage will be invited to attend. Promotion of the event will be coordinated through both the GOC and the mayor's office.

This was the last time the public had the opportunity to see the Flame prior to it’s lighting of the cauldron at the Opening Ceremony. Two television crews and the Anchorage Daily News covered the event. The mayor’s office played no part in promotion, as Mayor Wuerch was not officially invited to participate. This decision was made by the GOC – as he was spread rather thin during the week and already welcomed the group to Anchorage in Town Square on Feb. 28, following the breakout ceremony.

AUDIENCE:

The audience at the ceremonies shall primarily consist of elementary and middle school students throughout Alaska, so they may share the messages of the Final Leg with other members of the community. In addition, the local Law Enforcement Community will be invited to participate. One of the goals is that all members of the audience can participate in the ceremony in some way.

In addition to ceremonies at schools, the Final Leg Team also attended ceremonies at BP, Town Square, and at Alyeska Resort. Through media coverage, the state was made aware of the Flame’s trek throughout the state.

- Through school ceremonies, the youth were made aware of the Flame’s arrival. Teachers were key to promoting the event.

- The law enforcement community actively participated in the various events throughout the state. I.E., in Anchorage, they blocked roads and were invited to various ceremonies.

TIMELINE:

See attached

Overall, the media timeline was adhered to. In future events, stricter adherence to the creation of the ceremony schedule is necessary to ensure proper communication between all channels – those setting up the ceremonies, the support team, SOI and the GOC. Due to staff turnover within the Alaska State Troopers (AST), the GOC faced difficulties, including the ability to make contact with schools/superintendents to solidify ceremony dates and times. (Lt. David Hudson first worked with the Final Leg Team, then the duty was handed to Lee Farmer, who also eventually left and Lt.
Hudson took over as the key point of contact. Although Lt. Hudson received bi-monthly and monthly emails from Team Captain Mike Teem, the GOC does not believe there was enough communication about local issues between Farmer and Hudson in the transitioning months.) Overall, everything worked well, but the lack of communication made it difficult for the GOC to understand the differing roles and responsibilities between the GOC and the AST.

BUDGET:

See attached

The GOC provided:

- Coca-Cola product – soda and water
- Signage (Creation and ½ production costs)
  - 6 – 2.5 x 4’ free standing banners
  - 6 – 6x3’ grommet banners
  - 6 – standard size podium banners
  - 15 – 18x18” vehicle decals
- Radio Equipment
  - 40 – radios
  - 80 – batteries
  - 7 – six-bank chargers
- Six pagers
- Goodie-bag items for each officer
  - Chapstick
  - BP tote-bags
- Seat for local officer to Athens, Greece, for flame lighting ceremony

OTHER:

Job duties should be clearly assigned and adhered to by all parties prior to the execution of the event, i.e., GOC’s responsibility to make initial contact within schools, provide financial assistance, transportation requirements, publicity, etc; AST’s responsibility to solidify school involvement with times and dates, transportation, lodging and food arrangements, etc.

One of the largest challenges faced by the GOC was the ability to communicate between local law enforcement due to internal turnover. It was difficult to determine whose responsibility it was to ensure the flame was allowed to go into schools, length and number of ceremonies, and creating and adhering to a strict timeline.

Another challenge was working with last-minute changes at individual ceremonies. The support team in most instances reviewed the plan and location prior to the execution of the event. Pending team arrival, members of the support team implemented too many changes. All of these details should be discussed and worked
out prior to the day of the ceremony. I.E., changing the start location in Girdwood. After some communication with the Captain Mike Teem, the original start location was reintroduced; had this not been done, many members of the community would have been disappointed as they missed out on the Flame traveling through their town.

The Final Leg Team should work with the GOC’s Host Team Program (HTP) to ensure maximum participation by schools – i.e., working with the HTP manager to pair members of the Final Leg Team with host schools. In only a few instances, (for example) we were able to match a Russian runner with the school hosting the Russian delegation. In future events, this flexibility and pairing would foster a continued relationship between the Host Team and the Final Leg Team. Flexibility by the Final Leg Team to “swap officers,” may be beneficial in some instances.

Ceremonies in schools were well received by all ages. Officers were able to mingle among the students one-on-one, had the opportunity to ask questions and also got to see and the Flame and hear about its history and trek to Alaska. Elementary schools were a huge part of our focus and the students were very excited to take part in “Alaska’s history.”

The Support Team’s assistance was key to the success of Final Leg Ceremonies. Their constant involvement facilitated increased communication.

Although Team Photographer Herb Gelb, created a wonderful album filled with an array of photos – the team got used to posing for shots. It needs to be stressed to the entire team that sometimes they need to relax. For example, the AP called and wanted a shot of the officers in snowshoes at Kincaid Park. This was a great opportunity to get the message out nationally about the Final Leg; however, the AP photographer later indicated he probably wouldn’t be using the shots as they “were too staged.” Like other media, the AP wants shots that are natural – not pre-fabricated.

In past World Games, Final Leg Team Captain Mike Teem indicated the GOC representative did not participate in Final Leg activities during the week of Games. It is imperative that the GOC liaison is involved in any communication or activities that originally included his/her participation. The liaison needs to stay on top of all issues and change in plans, as the 2001 World Games liaison worked as the primary media contact.

The liaison met with the Support Team each morning to solidify daily events and receive the To-Do list generated by Captain Teem. The first mornings, this was beneficial as it saved time for members of the Support Team who had specific Games questions. It worked well during the event, for the liaison was “up-to-speed” about which teams were scheduled to attend specific ceremonies. Media often had questions about specific team members and it was helpful for them to know where and when that member would be at a precise location and whether or not they
would be speaking and if they could get an interview. On several occasions, if the liaison knew media was going to be present, she was available (prior to the Support Teams arrival) to answer questions, provide media packets and set-up interviews through Captain Teem.

In future events, I suggest a “Top 10” list of interviewees that can be pulled for interviews.

Overall, the Final Leg proved to be, yet again, a truly wonderful event – members of the community will reminisce about the emotions they felt as they witnessed the torch in their town or school for many years to come. The media too, enjoyed the great visuals the Guardians of the Flame offered them. In addition to statewide coverage, the Flame was displayed on CNN and also on the front page of USA Today following the ‘torch in the basket’ during Iditarod 2001. This was a great way to promote both events and also to showcase Alaska’s splendor.