

SPORTS OPERATIONS DEPARTMENT

CONCEPT OF OPERATIONS AFTER ACTION REPORT

Please Note: *After Action Report notes can be noted with the italicized notes following each section of this operational plan. These notes are intended to assist future Games Organizing Committees while developing operational plans as they provide insight on how the plan was utilized for the 2009 Special Olympics World Winter Games.*

If a sport has no notes, please see general comments in the section provided.

2009 Special Olympics World Winter Games

Sports Operations Department

Concept of Operations

Introduction

The Sports Operations Department has prepared a number of reports which when read in full will give a complete overview of the Departmental structure and its operations. This document titled *Sports Operations Plan*, or sometimes referred to as the Functional Area (Sport) Operating Plan presents the generic Competition Operating plan for the 2009 Special Olympics World Winter Games, upon which every sport was based.

Sport / Venue Directors will use the guidelines herein, and adapt where necessary, to suit the specific sports offered, without compromise to the overall Games Organizing Committees plan.

In addition, reports incorporating after action comments and recommendations will be completed after the conclusion of the World Games for the following areas; Sports, Awards, Officials and Clinics and Demonstrations.

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1 Overview

1.1 Functional Goals

The goal of the Sports Operations Department is to host an athlete centered, world-class athletic event, showcasing the athletic skills and achievements of athletes with intellectual disabilities, leaving them, their families, friends and spectators with a lasting and memorable experience of the 2008 Special Olympics Invitational Winter Games and the 2009 Special Olympics World Winter Games. The Sports Operations Department will also develop standardized policies and procedures pertaining to the efficient, safe and excellent administration of the sports competitions at the Games. While developing the Plan, the focus will be on the athlete experience as paramount. The Plan will focus on developing the best experience possible for the participating athletes.

The Venue Development Operational Plans will contain the detailed information for each competition and non-competition venue specific operational plan. This Sports Operations Department will also develop the Awards Operational Plan and will interface with Production and Signage on all sound, announcements and pageantry for each competition venue and Award Ceremony. The Operational Plans for Sports Operations will be developed by the Games Organizing Committee and will be communicated to SOI and the Technical Delegates to ensure integration and all entities are involved and understand the operational procedures.

Included in this Operational Plan are items that pertain to the 2008 Invitational Games, the test event, as well as information relating to the 2009 World Games.

1.2 Summary of Activity

Sports and Events / Activities

The 2009 Special Olympics World Winter Games will officially offer seven (7) Official Special Olympics Sports and two (2) Demonstration Activities. The Official Special Olympics Sports that will be offered are: Alpine Skiing, Cross-Country Skiing, Figure Skating, Floor Hockey, Snowboarding, Snowshoeing and Speed Skating. The Demonstration Activities that will be offered are: Motor Activities Training Program (MATP) and Young Athletes Program, as well as a possible clinic involving the sport of Curling. Other activities such as a celebrity ski race and other interactive opportunities are under consideration.

The 2008 Invitational Games will host the Sports as follows:

The sport of Alpine Skiing will be hosted at Bogus Basin; a ski resort located approximately twelve (12) miles north of the city of Boise, Idaho. This area is owned and operated between two (2) entities; Parks and Recreation and the Forestry Service.

The sports of Cross-Country Skiing and Snowboarding will be hosted at the Sun Valley Resort, located approximately 2 ½ hours northeast of Boise, Idaho in Sun Valley, Idaho. Cross-Country Skiing will be located near the Nordic Lodges on the golf course, while Snowboarding will be conducted on Dollar Mountain within the Resort.

The Snowshoeing competition venue will be conducted at the Ponderosa State Park, the host of the 2008 Master’s World Cup for Nordic. The site is located approximately 100 miles northwest of Boise, Idaho near McCall, Idaho.

Floor Hockey will be hosted on the property of Expo Idaho at the Fairgrounds in Boise, Idaho. This competition venue will host seven (7) official courts for the competition.

Figure Skating and Speed Skating will be hosted within the city limits of Boise, ID. Figure Skating will be conducted at the Qwest Arena in Downtown Boise; while Idaho Ice World will be the host for the Speed Skating competition, located on the east side of Boise.

Estimated numbers of Participants are as follows:

Sport	Athletes	Coaches
Alpine Skiing	321	95
Cross-Country Skiing	334	94
Figure Skating	175	52
Floor Hockey	1135 (76 Teams)	291
Snowboarding	71	24
Snowshoeing	296	93
Speed Skating	198	56

After Action Report

Actual Numbers of Participants for the 2009 Games were as follows:

<i>Sport</i>	<i>Athletes</i>	<i>Coaches</i>
<i>Alpine Skiing</i>	<i>284</i>	<i>84</i>
<i>Cross-Country Skiing</i>	<i>286</i>	<i>83</i>
<i>Figure Skating</i>	<i>153 (147 Athletes, 6 Partners)</i>	<i>47</i>
<i>Floor Hockey</i>	<i>750 Athletes / 38 Partners</i>	<i>188</i>
<i>Snowboarding</i>	<i>64</i>	<i>25</i>
<i>Snowshoeing</i>	<i>266</i>	<i>54</i>
<i>Speed Skating</i>	<i>174</i>	<i>48</i>
<i>Curling Clinic</i>	<i>20</i>	<i>4</i>
<i>MATP</i>	<i>20</i>	<i>10</i>

The Motor Activities Training Program and will be conducted within the Boise city limits, along with Healthy Athletes and many other activities during the Games, such as Special Olympics Town for the participating athletes and other official delegation members. Young Athletes will be hosted by SOI. These two (2) demonstration activities will be held for 1-2 days with a projected number of 20-30 athletes in each activity. These demonstration activities will be a joint partnership with the GOC and Special Olympics Idaho (SOID) as well as Special Olympics North America (SONA) and SOI. The clinic for Curling will be conducted at the Speed Skating venue; Idaho Ice World. The Curling clinic will be presented by the Boise Curling Club.

Each sport and demonstration activity will be planned and developed to offer athletes a broad range of events with both high ability and lower ability events offered and will develop realistic schedules and timetables, to ensure an athlete centered Games.

A review of the goals of the Clinics and Demonstrations program will be conducted to ensure its success at Games time for both the GOC and SOI.

In maintaining this ideal, the health, safety and well being of all athletes will be the key priority. The Sports Operations Department, interfacing with all relevant departments and functional areas, will facilitate and oversee all competitions. The International Governing Bodies (IGB's) will govern the rules of each sport in conjunction with the Special Olympics Rules, as stated in Article 1.

The Sports Operations Department is responsible for the following services:

- Implementation of the Sports Operations Plan
- Administration and Competition Implementation
- Assistance in the Procurement of Sports Equipment
- Implementation of Sports Staging for Competition
- Consultation on the set-up and build-out of the competition venues, focusing on the Field of Play and support services for the athletes, coaches and officials
- Identification of relevant Policies and Procedures
- Awards Ceremonies
- Sport Clinics, Demonstrations and Exhibitions
- Operation of Timing / Scoring / Results process
- Identification, recruitment and management of Officials including the Special Olympics Officials Program for Athletes (SOOPA)
- Sports Information Desks

With the intention to maximize the number of potential athletes in each event and to improve the overall divisioning process (focusing on the competition experience for the participating athletes), the GOC and SOI will determine the events that will be offered and will review actual registrations. If it is determined that some particular events within a sport are not fully being utilized as with minimal athletes being registered for specific events; SOI and the GOC may agree upon the cancellation of events due to the lack of participation. These decisions will be

made and communicated to the delegations that have registered in the events that are being considered for possible cancellation. The delegations may have the opportunity to activate alternate athletes for other events within that sport, or may choose to simply scratch the athlete from the competition.

Policies and Procedures

Policies and Procedures outlined in this operational plan are developed and will be followed to ensure consistency and to serve as a baseline for the overall operational plans for the competition venues on site and general guidelines for Sports Operations. There are outlines for the overall staff structure for the GOC and volunteer Sport Committees for each sport; these include organizational charts as well as job descriptions. These will be used to illustrate the reporting structure within Sports and also to train staff and volunteers on specific duties relating to the planning and implementation phases of the Games.

The Technical Delegates will be an instrumental asset to the plans and overall development of each of the phases for Sports Operations. The Sports Operations Department will develop equipment lists that concentrate on the sport-specific equipment for each sport, as well as the support services needed to function including the office equipment supplies for each of the functions as relating to sport at the competition venues and other areas where Sport is serving a role for the Games (especially the Sports Information Desk operations located at the competition venues, and in groupings within the areas/cities where the sports are being conducted). As Sports develops the need assessment of the sport-specific equipment, Sport will be in communication with the Logistics' Procurement Manager and the Venue Development Department to ensure there is no duplication of equipment and that the plans are integrated into the overall venue operations.

Communications with Delegations

It is imperative to communicate with the Delegations that plan on attending the Games. There will be timely communications to the Delegations and the communications will be delivered through the Delegations Services Department to keep a consistent contact for the Delegations. Although there will be times when communications will be delivered directly from Sports to the delegations, Delegation Services will be the main communication source. When Sports communicates directly with any Delegation, Delegation Services will be alerted and the communication will be discussed before any information is distributed. This is for the purpose of being consistent with messaging and to ensure that the departments from the GOC are informed. An additional communication process may better serve the needs of the GOC. This process would include communications through the Regional Sports Directors for each region throughout the world.

Knowing that there will be some communication issues regarding rules, events, uniforms, registration, team rosters – again, the Sports Operations Department will make every effort to keep communications clean, detailed and focused on the issue and processes.

All efforts will be made to communicate with the Delegations to ensure that interested individuals can properly take advantage of the activities offered. The GOC recognizes that not all athletes may be able to partake in all activities due to the competition schedules, as competition will take priority over any alternate activities.

Timing / Scoring / Results

A comprehensive plan will be developed for the distribution of results at Games time and a core of volunteers identified to manage this process working with the GOC Sports Operations Department, along with the GMS staff. Areas for distribution at the competition venues include, but are not limited to; Sports Information Desk, Posting of results in official areas, Family Services, Guest Services, Information Services, etc.

Different timing systems will be utilized including; Alge, Lynx Timing and possibly Daktronics. GMS personnel will be at competition venue sites, based upon agreements between BeSpoke, SOI and the GOC.

Alge will be utilized for Alpine Skiing and Snowboarding, while Finish Lynx will be utilized by both Cross-Country Skiing, Snowshoeing and Speed Skating. Daktronics may be utilized by Floor Hockey and Figure Skating – negotiations pending.

Additional personnel may be needed, based upon assessments of the timing systems and the personnel needed in addition to existing personnel / staff from the competition facilities. If the assessment shows a need for additional experts for the timing systems, personnel from the selected timing systems may be requested to supplement the core of trained volunteers using the systems. Finish Lynx will need experts.

Distribution of results will be addressed later within this plan, although results will be delivered to the Delegations, Information Services, Media Services, etc.

Officials / SOOPA

SOI and the GOC agreed upon the active participation at the Games of 80 International Officials, along with approximately 40 additional officials from within the state of Idaho (local Officials). The term *International* refers to individuals that have certification from the International Federations that govern the sports being offered at the World Games, as well as referring to all officials that are needed from outside of the state of Idaho (the host Program). This certification can be obtained from individuals within the United States and from all other countries throughout the world. It is anticipated that the majority of the International Officials will be from North America, due to budgetary restraints of the GOC, but every effort will be made to invite qualified officials from as many countries as possible to have representation from the world.

In addition to this number of International Officials, Special Olympics Program for Athletes (SOOPA) will be open to up to 12 individuals along with the mentors for these individuals.

Specific requirements will be established for the Programs that will support the submission of applications from their respective Program for SOOPA participants. It is anticipated that 6 athletes as well as their mentors will be chosen from Special Olympics Idaho and an additional 6 athletes and their mentors chosen from other programs. The hope is to leave a legacy of SOOPA with Special Olympics Idaho, the host Program for the World Games.

After Action Report

Unless noted, there were no issues reported.

Speed Skating Notes:

The one (1) SOOPA representative was Mr. Syd Lea. Mr. Lea attended the Games and served as the Chief Track Steward. Mr. Lea is recommended as a SOOPA representative for future SOWWG's. He adds value, enhances the athlete's experience and represents the best of Special Olympics. He is a model athlete for Special Olympics and SOOPA. Al Jakubowski, the Technical Delegate for the 2001 World Games, served as Mr. Lea's chaperone.

Awards

Volunteers will be recruited from the Boy Scouts of America and other such organizations to assist with the presentation of Awards during the Award Ceremonies at the competition venues. These individuals along with dignitaries, celebrities and Law Enforcement will serve in the presentation phase of the ceremony – serving roles such as; award tray bearers, presenters, escorts and preparation assistants. All individuals participating in the ceremony will be dressed in uniforms as appropriate, otherwise individuals will be dressed in a respectful manner.

1.2 Dates of Operation

Sport

The official dates for the World Games are February 7-13, 2009. The Opening Ceremony will be occurring on February 7, 2009 and the Closing Ceremony will be occurring on February 13, 2009. Competition will be scheduled for each sport during February 8-13, 2009. In addition to the dates of February 8-13, 2009, there will most likely be assessments for team sports and individual sports prior to February 8, 2009. The assessments are projected to begin on February 5, 2009 and also be conducted on February 6, 2009. In addition to the assessment sessions on February 5-6, 2009, there will also be practice time available for athletes during the Host Town Program from February 4-6, 2009.

Each sport is projected to have competition on each day from February 6-13, 2009. There will be, in some cases days that are held as a reserve if the schedule permits. These days will be listed as “non-competition days” for the specific sport, although if it is necessary to postpone competition due to weather or other reasons, these “non-competition” days will be used, and the competition(s) / event(s) that were postponed will be conducted on these days. In most cases, the “non-competition days” will be scheduled at the end of the week, in hopes to postpone

competitions and have a day secured for all postponements and have these competitions hosted near the end of the Games.

2009 Projected Competition Schedule (*Draft – to be revised after registration of delegations*)

Sport	Feb. 4	Feb. 5	Feb. 6	Feb. 7	Feb. 8	Feb. 9	Feb. 10	Feb. 11	Feb. 12	Feb. 13
Alpine Skiing	Host Town	Host Town	Host Town	Opening Ceremony	0800-1700	0800-1700	0800-1700	0800-1700	0800-1700	0800-1400
Cross-Country Skiing	Host Town	Host Town	Host Town	Opening Ceremony	0800-1800	0800-1800	0800-1800	0800-1800	0800-1800	0800-1100
Figure Skating	Host Town	Host Town	Host Town	Opening Ceremony	0800-1800	0800-1800	0800-1800	0800-1800	0800-1800	0800-1400
Floor Hockey	Host Town	Host Town	Host Town	Opening Ceremony	0800-1800	0800-1800	0800-1800	0800-1800	0800-1800	0800-1400
Snowboarding	Host Town	Host Town	Host Town	Opening Ceremony	0800-1800	0800-1800	0800-1800	0800-1800	0800-1800	0800-1100
Snowshoeing	Host Town	Host Town	Host Town	Opening Ceremony	0800-1800	0800-1800	0800-1800	0800-1800	0800-1800	0800-1100
Speed Skating	Host Town	Host Town	Host Town	Opening Ceremony	0800-1800	0800-1800	0800-1800	0800-1800	0800-1800	0800-1400
MATP	OFF	OFF	OFF	Opening Ceremony	OFF	OFF	OFF	OFF	1200-1600	OFF
Young Athletes	OFF	OFF	OFF	Opening Ceremony	OFF	OFF	1200-1600	1200-1600	OFF	OFF

After Action Report

Actual Competition Schedules for the 2009 Games

<i>Sport</i>	<i>Feb. 4</i>	<i>Feb. 5</i>	<i>Feb. 6</i>	<i>Feb. 7</i>	<i>Feb. 8</i>	<i>Feb. 9</i>	<i>Feb. 10</i>	<i>Feb. 11</i>	<i>Feb. 12</i>	<i>Feb. 13</i>
<i>Alpine Skiing</i>	<i>Host Town</i>	<i>Host Town</i>	<i>Host Town</i>	<i>No Competition</i> <i>Opening Ceremony</i>	<i>0900-1500</i>	<i>0900-1500</i>	<i>0900-1500</i>	<i>0900-1500</i>	<i>0900-1500</i>	<i>0830-1400</i>
<i>Cross-Country Skiing</i>	<i>Host Town</i>	<i>Host Town</i>	<i>Host Town</i>	<i>No Competition</i> <i>Opening Ceremony</i>	<i>1100-1400</i>	<i>Divisioning</i> <i>0900-1500</i>	<i>Divisioning</i> <i>0900-1400</i>	<i>Finals</i> <i>0900-1430</i>	<i>Finals</i> <i>0900-1330</i>	<i>No Competition</i>
<i>Figure Skating</i>	<i>Host Town</i>	<i>Host Town</i> <i>0900-1800 Unofficial Practice Ice</i>	<i>Host Town</i> <i>0900-1800 Official Compulsory Practice Ice</i>	<i>No Competition</i> <i>Opening Ceremony</i>	<i>0900-1300</i>	<i>0900-1645</i>	<i>0900-1610</i> <i>Official Freestyle Practice Ice</i>	<i>0900-2030</i>	<i>0900-1730</i>	<i>No Competition</i>
<i>Floor Hockey</i>	<i>Host Town</i>	<i>Host Town</i>	<i>13:00-17:00 (Assess)</i>	<i>Opening Ceremony</i>	<i>0900-1800</i>	<i>0900-1700</i>	<i>0900-1730</i>	<i>0900-1630</i>	<i>0900-1730</i>	<i>0900-1300</i>
<i>Snowboarding</i>	<i>Host Town</i>	<i>Host Town</i>	<i>Host Town</i>	<i>No Competition</i> <i>Opening Ceremony</i>	<i>0900-1600</i>	<i>0900-1600</i>	<i>0900-1600</i>	<i>0900-1600</i>	<i>Day Off</i>	<i>No Competition</i>
<i>Snowshoeing</i>	<i>Host Town</i>	<i>Host Town</i>	<i>Host Town</i>	<i>No Competition</i> <i>Opening Ceremony</i>	<i>0800-1600</i>	<i>0800-1630</i>	<i>0800-1600</i>	<i>0800-1530</i>	<i>0800-1630</i>	<i>No Competition</i>
<i>Speed Skating</i>	<i>Host Town</i>	<i>Host Town Practice</i> <i>1000 - 1600</i>	<i>Host Town Practice</i> <i>1000 - 1600</i>	<i>No Competition</i> <i>Opening Ceremony</i>	<i>0800-1800</i>	<i>0800-1800</i>	<i>0800-1800</i>	<i>0800-1800</i>	<i>0800-1500</i> <i>Curling Clinic</i>	<i>0800-1400</i>

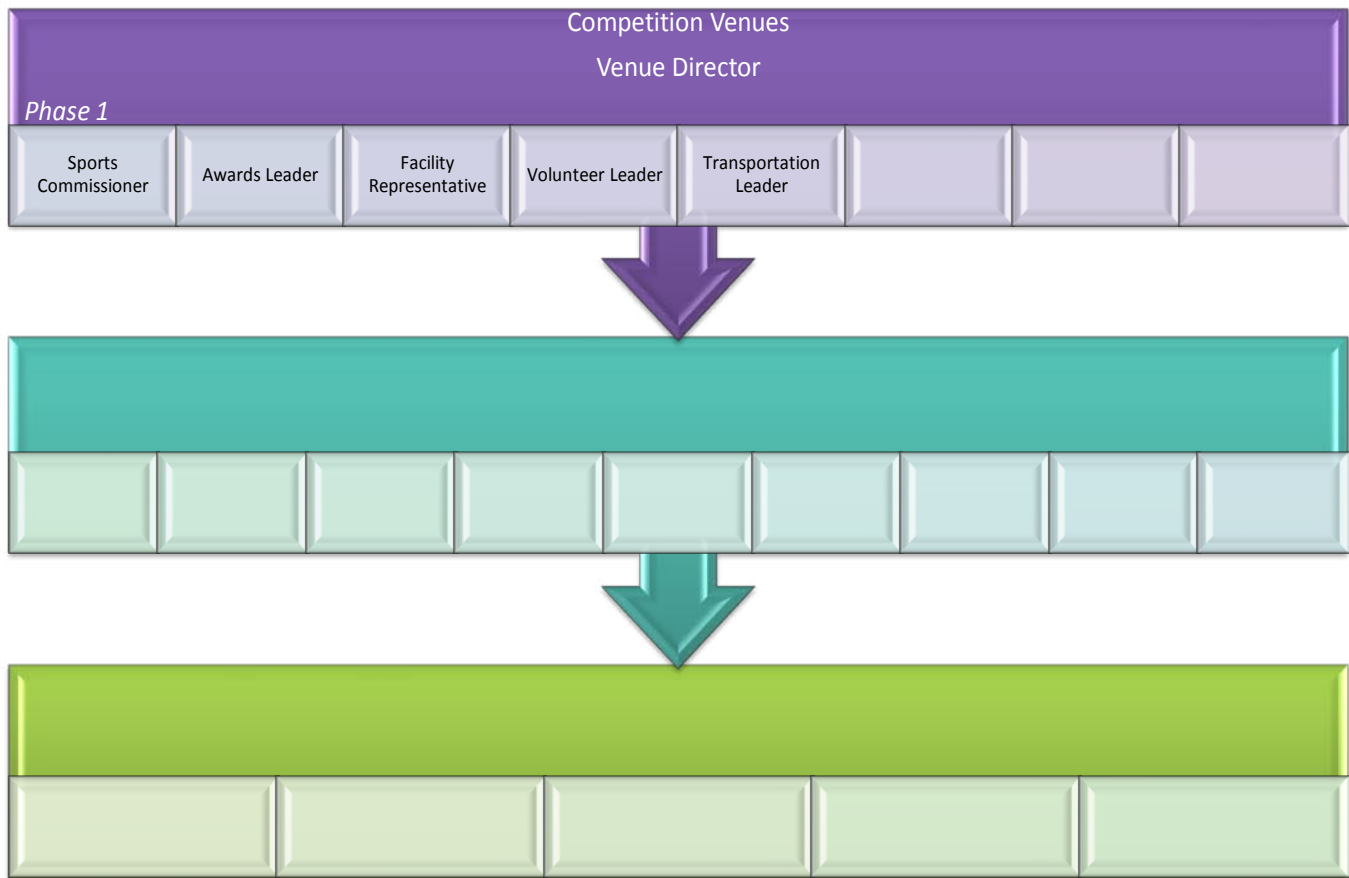
As a note, the official dates for the Invitational Games were February 25-28, 2008. The Opening Ceremony will be occurred on February 25, 2008 and the Closing Ceremony will be occurred on February 28, 2008. Competition was scheduled for each sport from February 26-28, 2008, with assessments and divisioning occurring on February 24-25 for Alpine Skiing and Floor Hockey. The exception was that test events for Speed Skating and Figure Skating did not occur due to budgetary reasons and that the Host Program, Special Olympics Idaho / USA, did not offer these sports within the Program.

2 Structure

2.1 Sports Operations Department Structure



2.2 Competition Venue Team Structure

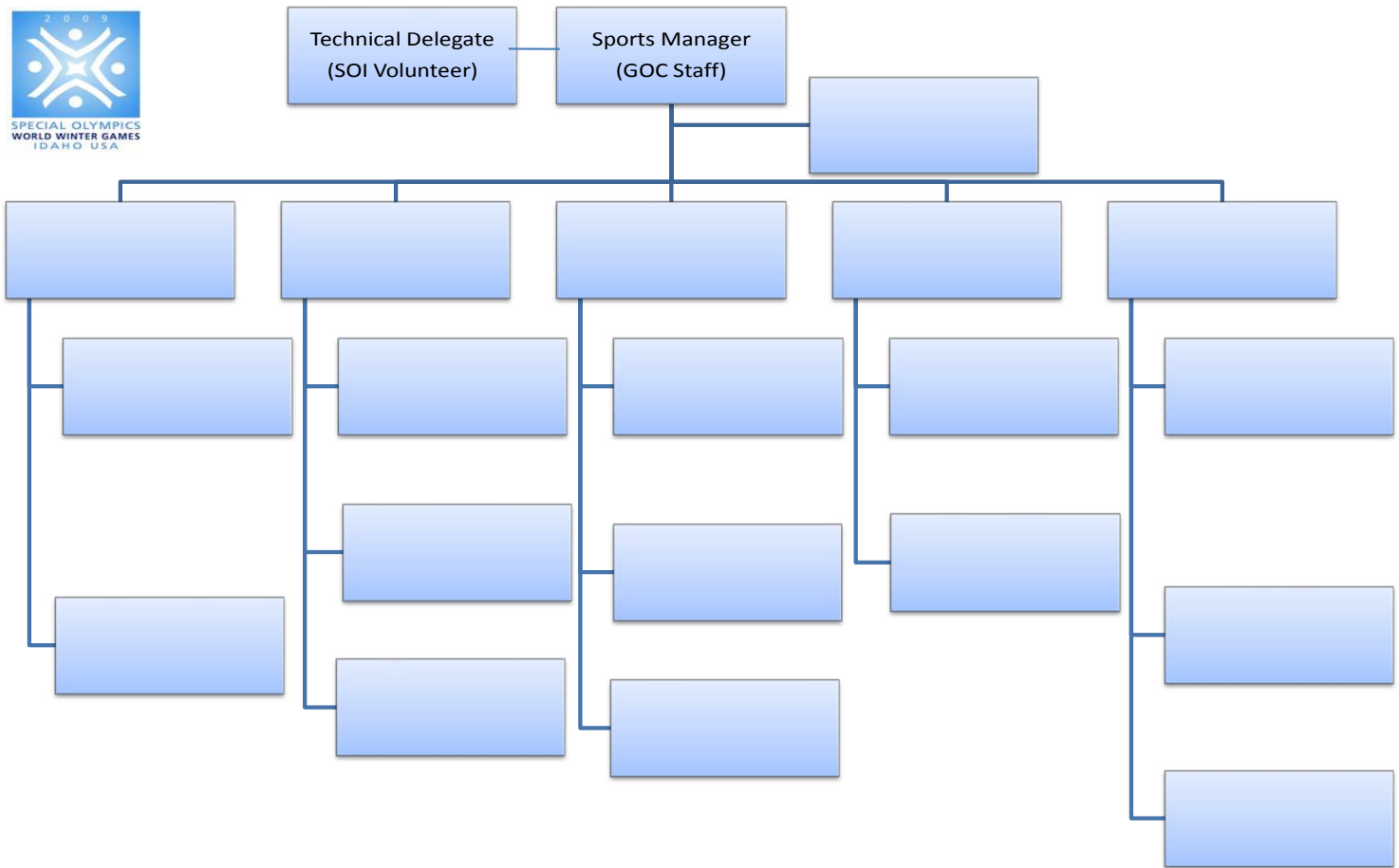


The Venue Director has overall responsibility for the operational functionality of the venue. The Venue Director also serves as the lead GOC personnel for Sports Operations. The positions of Venue Director and Sport Director have been combined by the GOC. The Sports Commissioner (Volunteer Position) works in collaboration with the Venue Director to manage and implement the sports specific aspects of the venue, and is a member of the Core Venue Management Team reference above Chart. The Sports Commissioner also works the Technical Delegate appointed by SOI.

The Technical Delegate (TD) is the key sport advisor to the sport and is responsible for ensuring that the Games Organizing Committee (GOC) correctly interprets and implements Special Olympics Sports Rules and modifications, the rules of the relevant International Sport Federation and Article 1. The TD also ensures that the rules are followed and enforced.

2.2.1 Competition Management Structure

The following organizational chart demonstrates the key personnel on the Competition Management Committees.



3 Scope & Description of Operations

3.1 Scope

3.1.1 Functions Provided

The Sports Operational Plans will be utilized by the Venue Director, Sports Commissioner, and the Sport Management Committees, working with their respective facility representatives and the Technical Delegates to plan, organize and administer each sport. The purpose of the operational plans is to ensure sport and its support functions is implemented in a consistent format among each of the seven (7) official sports, exhibitions, clinics and other activities. The operational plan will also facilitate planning and communication between all of the Games Organizing Committees functional areas. Obviously there is flexibility to adjust the Sports Operational Plan to address each sport's needs and idiosyncrasies.

However, in each of the individual sports, there are plans that must be consistent at the following levels/ functions:

- Competition Administration
- Competition Implementation
- Head Coaches Meetings
- Sports Information Desks
- Athlete / Coaches / Officials Support Services
- Field of Play
- Sport Equipment
- Clinics and / or Exhibitions
- Timing / Scoring / Results
- Awards Implementation

This means that every Competition Management Committee in each competition venue will have the above functions regardless of the sport, thus facilitating a better understanding of Sports Operations by all functional areas at the competition venue.

3.1.2 Constituent Groups

- Athletes / Unified Partners
- Competition Committees
- Technical Delegates
- Head Coaches and Coaches
- Officials / International, National and Special Olympics Officials Program for Athletes (SOOPA).

Competition Venue Listings (*Acronyms and codes will be developed at a later date.*)

- Bogus Basin / Boise, Idaho
 - Alpine Skiing (AS)
- Qwest Arena / Boise, Idaho
 - Figure Skating (FS)
- Expo Idaho / Boise, Idaho
 - Floor Hockey (FH)
- Idaho Ice World / Boise, Idaho
 - Speed Skating (SS)
- Ponderosa State Park / McCall, Idaho
 - Snowshoeing (SH)
- Sun Valley Resort – Nordic Area (Golf Course) / Sun Valley, Idaho
 - Cross-Country Skiing (CC)
- Sun Valley Resort – Dollar Mountain / Sun Valley, Idaho
 - Snowboarding (SB)

3.2 Description of Operations

3.2.1 Competition Implementation

Competition Implementation refers to the planning, organization and administration of athletic competition on the Field of Play (FOP). Responsibility for this function is held by the Sport Commissioner who reports directly to the Sport Manager. The Technical Delegate is kept informed throughout the design process of venue Integration and Operations - CAD Drawings, Equipment list, Competition Schedules, Field of Play Layout and all other support functions through sport.

Technical Delegates will be involved in this process from October - 2007, their first visit to the GOC and will continue to be involved through email and phone conversations (and other visits to the venues / GOC as determined necessary through the World Games.

3.2.2 Functions Provided for Field of Play (FOP)

The field of play will be administered by the Field of Play Supervisor appointed by the Sport Manager in consultation with the Sport Commissioner of each sport. The Field of Play function will be responsible for the following:

- Layout / and or marking of field of play, which must be approved by the Technical Delegate in advance of the Games
- Interface with logistics on timetable for delivery of sports equipment at the venue
- Integration must be in place between sport and venue management to coordinate operations of field of play focusing on the contractual agreement between the GOC and the facility to ensure the set-up times and exclusive and non-exclusive timeframes
- Supervise and coordinate installation of sports equipment in conjunction with install program for site management
- Identification of athlete staging and warm-up areas
- Inspection of the Staging and Warm-up areas concentrating on participant flow
- Supervising the access zones as relating to the Field of Play
- Signing in and out procedures for sports equipment
- Field of Play changes during competition
- Maintain the FOP regarding the competition schedule in addition to liaising with other Functional Areas (FA's) that directly impact the competition.

This work will be completed by competition management staff under the supervision of the Field of Play Supervisor in conjunction with the Sports Equipment Supervisor e.g. gates, poles, netting, courts, etc. If an intervention of sports equipment company representatives is required during a change-over, this once again will be done under the direct supervision of the Sport Equipment Supervisor at each venue.

Due to the close relationship and potential impact to the competition schedule that the athletes' warm-up area presents, the actual planning, organization and supervision of the warm-up areas is part of the field of play operations function. Warm-up and / or practice areas vary from competition venue to competition venue and details are contained in each Competition Venue Operating Plan.

Vendors / Sports Equipment Suppliers will be utilized for the Games. There will be suppliers / vendors on-site during the Games, as agreed to through contract negotiations and needs assessment through the GOC. These suppliers, such as timing system vendors will remain and perform duties as agreed upon through the GOC. Technical Delegates will be involved in the layout and design of the sport specific aspects of the venue. Warm up areas will vary in their usage by Delegations between sports.

After Action Report

Unless noted, there were concerns reported.

General Information and Notes:

The key functional areas and personnel that must be integrated into the planning and implementation phases of the field of play, include but are not limited to; the Venue Director, Sport Commissioner, Technical Delegates and the Facility personnel. Key decisions regarding

schedules and other grooming and maintenance of the field of play must include or be communicated to the group listed above.

Attention must be given to locations for viewing areas for all contingencies (Families, Delegates, Officials, Media, Volunteers, Sponsors and Guests) and special access areas for video and photography locations.

Cross- Country Skiing Notes:

Field of Play (Planning Stage)

Special attention must be given to the location for the Stadium Arena, the location of the start and finish areas.

The Technical Delegates play a very important role in the selection of the courses, and it is essential to walk the courses on dry land in order to identify the proper courses for each distance.

After the Stadium Arena and the courses are determined, defining the athlete wax-test location, warm-up area, Staging and additional support areas should be identified.

Suggestion - Timeline for creating the courses is as follows.

Two weeks prior to competition

The snow on the courses and stadium arena should be initially packed out by the grooming machine.

Once the courses have been groomed, each length needs to be measured to confirm that they meet the required lengths.

One prior to competition

It is recommended that the course crew have one week prior to competition to properly stage the stadium arena and courses. The Chief of Course and Chief of Stadium should lead the set-up. The suggested number of course crew assembled to assist should consist of approximately ten volunteers.

Competition

Due to the multiple race and course changes throughout each day of competition, a well devised plan needs to be created between the Chief of Course and Chief of Stadium. The suggested crew to assist with the transitions should consist of approximately five volunteers.

Figure Skating Notes:

The FOP was a standard ice rink measuring 61 meters x 26 meters (200 ft. x 85 ft.) with rounded corners.

The FOP, ice surface, was custom painted specifically for the 2009 SOWWG FS competition.

The Referee and Technical Delegate approved the plan to paint the traditional hockey lines, circles, hash marks, etc. black, instead of the traditional blue and red.

Note: This required adjustments for some athletes, as they trained using the specific colored lines. One coach pointed out that the rules in the Coaches Handbook refer to beginning a compulsory program on the red line, but there were no red lines on this ice surface. Although the ice was aesthetically beautiful, the decision to allow the custom colors of lines should not have been changed from the rules.

Areas of Sport on or near the FOP include the Warm-up, Staging, Officials and Kiss & Cry areas. These Sport areas must interface with other FAs located near the FOP, including, but not limited to, Media Mixed Zone, Access Control, Vendors, Facility Staff and Venue Management.

Sport must provide current and frequent actual schedules to VD in order to guarantee ice cuts and other services at appropriate times. If the actual competition schedule varies more than 5 minutes, the Sports Commissioner should inform the VD immediately. The VD must then inform all FAs, including the Venue Representative, immediately and frequently.

Floor Hockey Notes:

The venue provided seven regulation courts.

The Field of Play Supervisor and the assistants addressed issues such as; repairing dasher boards, regular maintenance of the dasher boards during competition and the modification of traffic flow and access to the field of play.

The competition surface was not available from previous reports, but it is suggested that SportCourt or SnapCourts vendors are used – as these are viable options to use. SnapCourts were used for these Games and developed a good relationship with Special Olympics and should be approached for future Games.

Snowboarding Notes:

The Field of Play was developed with an area that was easily seen and accessible for the general public. There were several courses, all finishing in a similar location.

Competition and venue equipment arrived at the venue on time and was implemented correctly. However, some items were delivered on the Cross-Country Skiing truck and created confusion.

Snowshoeing Notes:

Regarding FOP layout and marking, there was a site visit by the Technical Delegates approximately six months before the games began. This visit was extremely helpful. We were able to spend a day and a half at the venue with the facility representatives to go over tent

placement, parking and the course. This visit also gave us an opportunity to go through existing equipment and re-organize the existing equipment list.

There were three warm-up areas provided; the infield of the track, the area around the athlete lounge and locker room and a length of track which was part of the 1600m course which was accessible only after the athletes had been checked in to competition staging.

There were no equipment vendors at the Snowshoeing event. Having a rental service on site during the Games is needed for the delegations that arrive without the proper equipment.

Speed Skating Notes:

The venue consisted of two standard NHL ice rinks measuring 61 meters x 26 meters (200 ft. x 85 ft.) with rounded corners. One rink was dedicated to be used as warm-ups and the Curling clinic.

The competition ice surface was custom painted. Games logos were located on the competition ice. The competition ice was surveyed to confirm the 200 feet x 85 feet measurement. The practice ice and competition ice were surveyed by an Engineering/Survey company for the Track Layout and Installation (proper radius, corner block positions and start finish lines).

3.2.3 Access to the Field of Play

There will be a formal process through which personnel and positions will be designated accreditation which will allow access to the Field of Play. The determination of the access zones for the field of play will be determined by Venue Management, Security and Sports, and others as deemed necessary by the GOC. The basic Sports personnel and Sports Committees and assigned volunteers will be able to access the field of play due to the nature of the roles assigned to these individuals. Delegation members will be able to access most of the areas surrounding the field of play, but not certain areas within the field of play, each sport is specific in nature regarding the access control relating to the field of play.

Field of Play Marshalls will control access to the field of play in the areas where athletes, coaches and officials need access. These volunteers will also serve in other support roles for access control, while security may be present in some areas as well for support. The exact roles of access control will be finalized by the venue layout and volunteer needs assessment, along with discussions from the Functional Areas involved with this process.

After Action Report

Unless otherwise noted, there were no issues reported.

Snowboarding Notes:

There were issues relating to the individual assigned to oversee access control. The individual was never present at the venue, and others were deployed to carry on this responsibility. There were some minor issues with crowding near the finish areas.

3.2.4 Competition Staging

Each competition venue will have an athlete staging area administered by the Staging Supervisor. In some instances there will be a preliminary athlete staging area and a final athlete staging area. In these instances, the preliminary athlete staging area will be used for equipment and uniform check and serve as a check-in area for the athletes to ensure that complete heat sheets are ready before sending to final staging. The primary function of the staging areas is to organize athletes into the order designated on the heat sheet / start list prior to advancing to the Field of Play. As a general practice, when athletes enter the Staging Area they will do so a minimum of 30 minutes prior to their event, and should not be in the Staging Area for any longer than 30 minutes total (this may vary slightly for each particular sport).

Venue operating plans will contain details for each specific sport which may have their own unique calling system which will be implemented to call athletes / teams to their schedule start. Each staging area will consist of the following:

- Tent, or designated area
- Check-In Table
- Rows of Numbered Chairs
- Water
- Necessary support equipment to complete the check-in process clipboards / paper / pens etc.

Staging is a critical function within Special Olympics and is crucial to having the schedule stay on target. Volunteers will be trained thoroughly in the Staging Area.

After Action Report

Alpine Skiing Notes:

Athletes were staged at the top of each hill according to ability level. There was a central staging area at the base area with the staging coordinator offering direction for coaches and athletes.

Cross-Country Skiing Notes:

Athletes were initially staged inside the staging tent and a final time before they entered the stadium.

Having wool blankets inside the tent to help keep the athletes warm useful, the blankets were also used while escorting the athletes to the starting line.

Suggestion: Increasing the size of the staging tent to a 50 feet x 50 feet.

Figure Skating Notes:

The Warm-up and Staging Areas consisted of a 10 feet x 30 feet tent placed beside the ice surface, about twenty (20) feet from the Zamboni entrance, which was the main entrance onto the FOP. Interlocking rubber mats covered the concrete floor inside the warm-up tent and the floor of the Staging Area. A 12 feet x 32 feet carpet was used to cover the area directly in front of the Zamboni gate. This carpet was easily removed for ice cuts, then immediately replaced.

Athletes and coaches were instructed to use the tented Warm-up area up to forth-five (45) minutes prior to their event time, return to the locker room to put on skates and then return to the Staging Area ten (10) minutes prior to their event time. Staging volunteers worked closely with the Locker Room volunteers to assist athletes and coaches with the timing.

Floor Hockey Notes:

The locker room was in a separate building from the FOP which helped tremendously in staging the teams, and also assisted in escorting the teams to the appropriate competition area. Once a team was prepared, and the appropriate court was ready, the team was escorted to a warm up area, and then onto the field of play.

Snowboarding Notes:

There were some changes in the competition schedule that the race crew should have communicated more appropriately to the staging area. Communication between the race crew, staging areas and officials must be efficient for the operations.

Snowshoeing Notes:

The competition staging tent was adequate in size, 60 feet x 60 feet. The check-in time for competition was no less than fifteen (15) minutes before competition. There was a large whiteboard near the access control point for competition staging with a constantly changing list of bib numbers. These bib numbers were the athletes who were missing from staging before a race. This method worked well.

The final staging tent was a 10 feet x 10 feet tent at the starting area. It was placed on the starting line and could be moved easily with the changing of events.

There were twelve (12) Apparel Carriers/Athlete Escorts, which was insufficient.

Suggestion: Increase the number of Apparel Carriers/Athlete Escorts to twenty (20).

Speed Skating Notes:

The same location was used for Competition Staging and Awards staging. Approximately ten (10) benches that seated three (3) athletes each were used to stage the athletes in the proper order for competition and awards. Athletes were staged together including approximately twenty-six (26) athletes. This included the athletes in the heat box waiting for competition. Fleece blankets were provided and put onto the athletes to help keep them warm.

A water cooler was present in the Staging Area and near the Media Mix Zone where the athletes departed the ice after their race or awards ceremony. The Field of Play Supervisor managed

the equipment and checked out equipment to coaches on a daily basis. Delegations were instructed via the Coaches Handbook that there were no stores in Boise to purchase Speed Skating equipment. Baskets were available for athletes to place jackets, credentials, skate guards, etc. into while they competed. These items were moved from the heat box to the location where they exited the ice after their race.

3.2.5 Announcements for Staging

Scripted announcements will be made over the main public address system (or PA system otherwise noted) of the venue for call to staging.

3.2.6 Pre Staging (warm up area)

Pre-staging will vary from sport to sport, details of which are available in the Competition Venue Operations Plan.

3.2.7 Personnel

Each staging area will consist of the following personnel:

Staging Supervisor / Clerk of Course:

The Staging Supervisor / clerk of course will be responsible for the check-in of athletes and coordinate athletes according to the heat sheet / start list to ensure that all athletes are present. They will also be responsible for recording the lane assignments (if applicable) and athlete competition / race numbers (if applicable) on heat sheets if not already included.

Team Leaders Staging:

The staging coordinators and assistants will be responsible for taking the heat sheet / start list from the Staging Supervisor and coordinating the seating of the athletes in the chairs that correspond to the order in which they are competing (i.e. lanes, etc.). These individuals will assist with any information to be placed on the athlete (i.e. hip numbers) and will ensure that the heat advances through the staging area in the proper order. When the athletes have advanced through the staging area they are handed over to the Escorts for the procession to the Field of Play of final staging area.

Escorts:

Escorts will be responsible for escorting the group of athletes and the heat sheet / start list to the Field of Play. Keeping the athletes together and in order, the escort turns the heat sheet / start list to the appropriate official (i.e. Assistant Starter) and returns for another division / team.

After Action Report

Snowboarding Notes:

Community school students were utilized for the athlete escort roles. All are involved heavily in community services and each student was given one day to volunteer.

3.2.8 Divisioning

Athletes will be divisioned for the 2009 Special Olympics World Winter Games to ensure fair and equitable competition. The divisioning process will make every attempt to yield no fewer than three athletes in any given division, knowing that circumstances may prevent this goal, due to the parameters of Special Olympics and the guidelines for divisioning. Under no circumstances will there be more than eight athletes / relay teams / teams per division. Athletes will be divisioned by gender, age and ability; with the focus and priority lying within the ability of the athletes. There will be the combining of age groups and genders when appropriate. Guidelines for the divisioning process are set forth in the Official Special Olympics Winter Sports Rules 2007 Revised Edition. Divisions in preliminary competition, or divisioning rounds / assessment rounds will be based on the qualifying times / scores / assessments submitted with the Official Delegation Registration Forms or additional forms for team sports.

In accordance with the Official Special Olympics Summer Sports Rules Revised Edition 2007, Section V Divisioning No. 8 (a); Equalization of Competition, divisions for finals will be based on the time / score an athlete / team receives in the divisioning event or an improved performance time / score / assessment submitted by the Head Coach. Head Coaches may consider their athlete has under-performed during divisioning they have an opportunity to submit an improved time / score / assessment.

If an athlete does not participate in the divisioning rounds, the athlete will not be permitted to participate in the finals. Please refer to Policy SPT-6 for further details.

If an athlete participates in the preliminary rounds, but does not finish the entire event or is disqualified for purposes other than unsportsmanlike conduct, the policy is that the Head Coach may submit a time / score is use the submitted qualifying score to be used for placement into the final divisions for the medal round. Please refer to Policy SPT-21 for further details.

Athletes that are disqualified for unsportsmanlike conduct will not be permitted to advance to final divisions and will not receive an award.

Competition Committees and GMS Operators will receive training on the divisioning process in practical settings, before using the GMS to division for each sport. These trainings will include options for consideration to minimize one person heats e.g. combining genders, combining age groups or broadening age groups, using ability as the primary determining factor. These trainings will give individuals an understanding of the divisioning process should problems be encountered with GMS during Games time. There will also be dedicated GMS personnel assigned to each competition venue through SOI / Bespoke.

Fact sheets on the divisioning process will be distributed to media prior to the Games, and included in Family Handbooks, Spectator Guides and at Information Desks. This information will also be communicated to the delegations through the Head of Delegation Handbook and the Head Coaches' Handbook (this information will be referred to in many areas), knowing that there is always confusion regarding the divisioning process.

All efforts will be made through the Regional Sports Directors (SOI personnel) to ensure the accuracy of submitted scores / qualifying scores and times. Delegations will utilize the GMS Exchange for submission of registration and information regarding the delegation members including; names, events, type of person, scores, teams, medical information, etc. GMS Exchange will be set-up to ensure that complete information is collected before the submission of information to the GOC. The information will be reviewed by the GOC and sent for verification to address any changes and updates in performance prior to the Head Coaches' meeting and final declaration.

Preliminary competition and assessments will be conducted in each sport to address the ability levels of the athletes and teams for final divisions. Coaches will be offered the opportunity to address these assessments and update the scores and placements prior to final divisions being complete. An Improved Performance Request Form will be provided for Head Coaches which they will be able to complete and submit following divisioning / assessment rounds, where / if they felt an athlete / team had underperformed in divisioning.

After Action Report

NOTE: The following relates specifically to Floor Hockey as a team sport.

The current process for divisioning calls for all teams to be present at the start of competition for the purposes of assessing the teams. While this system works from a philosophical sports perspective, it is difficult to plan the schedule. Great detail must take place during the planning phases, and integration must occur with Host Towns and other functional areas.

A schedule to start the assessment of teams must be created and communicated by the Technical Delegate to the Venue Director and Sports Commissioner. This should be in place one month prior to the delegations arriving.

Suggestion: Reach out to officials who may have seen the teams compete in previous competitions to assist with knowledge of the team's abilities as it would relate to the assessment games.

Snowboarding Notes:

Divisioning for the Super G event because of time constraints, the divisioning process was conducted according the Special Olympics rules, in which the Giant Slalom was used for divisioning for the Super G event.

3.2.9 The Honest Effort Rule

The Honest Effort participation of every athlete and Team is central to every division in both divisioning and final events. Head coaches and coaches must ensure that their athletes and teams participate fully and with complete effort in every divisioning / assessment round regardless of the level. It is the Head coaches' responsibility to have accurate and recently recorded times available to ensure that the times used in divisioning rounds are a true reflection of the athlete's ability and to help prevent the athletes' disqualification for breach of the honest effort rule, where it is applied.

The Honest Effort Rule will not be in place regarding exact percentages of improved times, etc. for sports conducted outside due to the variance of snow conditions and other weather related issues. However, the Competition Staff reserves the right to disqualify athletes that improve performances at an exceptional level. This is a subjective ruling and open for discussion, but must be in place to address violations of the Honest Effort Rule. For Floor Hockey, this rule will be implemented by the assessment team throughout the competition.

Any athlete competing in events defined under the heading provide for meaningful competition for athletes with lower ability levels who completes an event at a time or measurement of 20% better than the divisioning or reported time / measurement shall be subject to disqualification.

Refer to the sport specific section of the Official Special Olympics Winter Sports Rules 2008 (**bold footer at bottom of page**) to identify those events and the categories that are available for competition, and the 2009 SOWWG Delegation Registration Booklet for additional guidelines.

All efforts will be made to inform coaches that a medal does not reflect the success of an athlete. Athletes may improve scores with higher level of equipment, concentrated training and other factors, which may place an athlete in a higher division, but receiving a lower finish placement. This is not how a Special Olympics athlete is judged by success, but achieving personal bests and an improvement in skill level is how the success of an athlete should be addressed. This must be communicated, as some Programs judge the success of athletes and Programs by medals. This mindset must be addressed.

Please refer to the Policies SPT-22 through SPT-28 for specifics as relating to each sport.

After Action Report

General Information:

There were several sports that reported confusion regarding the Participation Ribbons as they relate to violations of the Honest Effort Rule and unsportsmanlike behavior. It was suggested that Participation Ribbons be presented to athletes that are in violation of the Honest Effort Rule.

This is a rule within the General Rules for Special Olympics. A review of this policy should take place to ensure the policy is understood and enforced.

3.2.10 Team and Unified Sports

Team and Unified Sports events will use the best available performance records to ensure that all teams are given the opportunity of a fair and challenging competition. These could include divisioning play assessments, individual assessment scores, previous competition records and / or video performance. Athletes / teams must participate honestly and with maximum effort in all divisioning and / or final competition. The Head Coach has ultimate responsibility for the conduct of the team. Head coaches must totally encourage and support this honest effort on the part of the athlete or they may face sanction from the Sports Rules.

In Team sports sanctions for violation of the Honest Effort could include:

- The Head coach will be suspended from further competition
- The team will be placed on probation
- All accumulated points will be lost
- The final ranking of the team may be adjusted for the medal round
- A second violation will result in the team and its support personnel being suspended from the competition
- Disqualification from the Games

After Action Report

Suggestion: The addition of a Unified Relay event Speed Skating was suggested by the Technical Delegate. This would incorporate another Unified Sports opportunity while bringing more awareness of Special Olympics to the mainstream Speed Skating organizations. This could possibly encourage Speed Skating clubs to add Special Olympics to their programs.

3.2.11 Judged Sports

Please refer to policy SPT-24 relating to Figure Skating.

Note: Sections 3.2.12 – 3.2.13 were removed as these sections were not applicable for the World Games.

3.2.14 Protest Procedures

Protests and appeals procedure

The Official Special Olympics Winter Sports Rules 2008 (**bold footer at bottom of page**) will govern all Special Olympics competition. As an International sports program, Special Olympics has created these rules based upon the relevant International Federation (IF) rules. These IF rules

shall be employed except when they are in conflict with the Official Special Olympics Sports Rules. In such cases, the Official Special Olympics Sports Rules will apply.

Protest Forms will be available at the first Head Coaches meeting and from the Sports Information Desk (SID) in each competition venue.

While a Head Coach may file protests, an appointed coach from a delegation may also file a protest, in the case of a Head Coach being unable to meet the criteria of submission within a given timeframe. Only a Head Coach may file an appeal for a denied protest.

Each sport will have a Sport Specific Jury in place in accordance with the International Federation Standards.

Copies of the Special Olympics and International Federation rules will be available at the Sports Information Desk (SID). Copies of Protest Forms will be distributed to Head Coaches in their Head Coach Folder, at the first Head Coaches meeting, and will be available at the SID. It will be communicated to the coaches that the Protest Form is not to be used to lodge complaints or comments on specific issues. This type of communication should be addressed in the Coaches Meetings. In addition, Coaches will be informed that divisioning is not a reason for protest.

Delegations which bestow the title of Head Coach, must instill in that individual a Code of Conduct as addressed in these operational plans and communicate that the Head Coach has an obligation to (along with the Code of Conduct):

- Ensure the coach is fully educated in the sport, including knowledge of both Special Olympics and International Federation Rules.
- Ensure the coaches are fully educated in the policies and procedures of each sport, including protest and appeals.
- Improved Delegation education in the use of Head Coaches meetings as a means of issue resolution.
- Development of a form which could be used for submitting comments / queries rather than protests.

3.2.15 Equipment

An Equipment Supervisor will be assigned to each Sports Committee and the team will be responsible for organizing and implementing the competition equipment plan. Due to the variety of venues being utilized for the Games, this plan will vary from competition venue to competition venue. Most, if not all equipment will be delivered directly to the Games warehouse and will be delivered to the competition venues, while other equipment will be available at the existing venue through the VIK equipment provided by the venues. There will be limited, if any, equipment delivered directly from vendors to the venues. The equipment for Sports will be delivered on a pre-determined date and time, as coordinated through Logistics and Procurement.

It will be the responsibility of the competition Equipment Coordinator to work with Site Management to manage and implement the installation and set-up of the sports equipment on the Field of Play. This includes working with representatives of sports equipment suppliers who may be working at each venue to install, maintain and check sports equipment for safety and functionality which is supplied by their companies. The function of sports equipment set-up will be coordinated with Field of Play staff. The Competition Equipment Supervisor will be responsible for recovery and inventory of all equipment.

It is the responsibility of the Delegations to provide equipment to the athletes that comply with IGB and Special Olympics standards. Attempts will be made with the venues and vendors to have additional equipment available to the athletes, knowing that not all delegations will arrive with appropriate equipment for the athletes. At the end of the Games, vendors will be asked to leave the equipment utilized during the Games as a legacy piece for the host Special Olympics Program, Special Olympics Idaho. A sign-out procedure will be implemented for the programs that arrive with inadequate equipment, and the equipment that is available will be recovered at the conclusion of the Games. (A financial charge may be implemented to delegations that do not arrive properly equipped, which need to “rent” equipment in order to compete.)

Price lists of rental equipment will not be made available for the delegations until arrival at the Games. Reminders will be sent to the delegations through the Delegation Updates, for ensuring that the delegations arrive fully equipped to compete.

After Action Report

Alpine Skiing Notes:

All delegations came with appropriate equipment.

Cross –Country Skiing Notes:

Equipment should be delivered at a minimum of three days prior to the opening of the venue.

Do not load equipment for two separate venues on the same truck. If absolutely necessary, the use of color coding for the venues should be implemented.

Delivery slips should be utilized to ensure that all equipment has arrived and to address missing pieces of equipment.

Handling equipment will be needed; each venue will have different needs, but the following need to be considered: gators (with and without trailers), forklifts, snowmobiles, snow toboggans, pick-up trucks, box trucks, etc.

Figure Skating Notes:

Figure Skating requires minimal equipment. The Games secured a limited amount of emergency inventory of tights, laces and guards. The Locker Room and Staging Assistants were aware of this inventory and assisted athletes and coaches in obtaining any of these items when needed; however, no emergency equipment was needed.

Floor Hockey Notes:

Provisions were made to store team equipment in separate portable trailers overnight. There was one (1) area to check-in equipment at the end of the day for the team, and another separate area for the team to check-out equipment.

The venue housed thirty (30) locker rooms. Fifteen (15) were dedicated for teams arriving and preparing to play, the other half were dedicated for teams that just concluded their game.

Snowboarding Notes:

Equipment was checked out by the Venue Director and the Sports Commissioner for the event. As for the athlete's equipment, it was delivered the evening before competition began into the Athlete's Lounge. The Athlete Services Supervisor separated the equipment by delegation in order for it to be available for the delegations upon arrival.

The athletes would check-out equipment when they needed it for warm-ups and competition and then return the equipment. The equipment was logged by the athlete's name, bib number and delegation.

Snowshoeing Notes:

There were no equipment vendors at the venue.

Suggestion: Provide a vendor with legal snowshoes available for sale to the delegations; several delegations arrived with illegal snowshoes and others without snowshoes. The provider should be able to take credit cards and cash.

Speed Skating Notes:

The GOC borrowed fifteen pairs of speed skates to have available in the case that a delegation arrives without proper speed skates. None were needed.

There were a total of two-hundred and fourteen (214) pads required to comply with ISU rules.

3.2.16 Tracking Equipment

Each sport will have a complete inventory of equipment, provided by the Logistics department. It is the responsibility of the Competition Equipment Supervisor and the volunteers to check out / in all equipment daily on the Equipment Check In / Out Form. Any malfunction of equipment will be reported to the appropriate personnel (Sports Manager / Commissioner / Vendor) and corrected or replaced as required. It is the aim of the Competition Committee to recover 100% of the sports equipment and all other equipment utilized by Sport, including all support equipment known as Fixtures, Furniture and Equipment (FF&E).

After Action Report

General Information:

Equipment tracking was difficult, as there was inconsistency within the Logistics Department regarding tracking and accounting procedures. There was confusion regarding the procurement procedures leading up to the Games. Instead of having a procurement procedure, it was deemed approximately two (2) weeks prior to the Games, that each functional area was responsible for procuring the support equipment needed.

Suggestion: Provide guidelines and procurement procedures available six (6) months in advance.

Recovery of equipment was also challenging, as Logistics did not provide delivery slips nor recovery slips. This created issues relating to equipment that was missing or was not delivered, as there was no accountability or record regarding equipment delivered, received or recovered.

Suggestion: Provide a detailed system for tracking equipment.

Floor Hockey Notes:

Delegation equipment needs to be supervised and inventoried regularly. At the start of competition, several items were missing for the teams, and the GOC made provisions to provide temporary replacements until the equipment was located and delivered. There were instances that competition was delayed by ten to fifteen (10-15) minutes due to lost equipment.

3.2.17 Competition Support Equipment

Competition support equipment (FF&E) required at each competition venue will be listed in each Venue Operating Plan under sport. This equipment will be supplied primarily by the GOC through vendors. Competition support equipment is any equipment required for the competition that is not specifically built in or included in the sport specific equipment list, but used specifically to administer the competition and includes, but is not limited to;

- Tapes
- Shovels / Rakes
- Poles, barrels, baskets
- Paper and all other office materials
- Technology equipment

After Action Report

Note: Equipment lists have been provided on a separate CD.

3.2.18 Warm-up and Practice Equipment

All equipment used for warm-up will be the responsibility of the Sports Equipment Supervisor. The needs and requirements will vary from sport to sport, details of which are found in each Competition Venue Operating Plan.

After Action Report

Alpine Skiing Notes:

The venue provided warm up course above the actual race course for each discipline and each ability level for the athletes.

Cross-Country Skiing Notes:

The Warm-up/Wax test area was approximately a 500M loop located adjacent to the Competition Stadium Arena and was designated by perimeter net fencing and signage. It was open to Athletes and Coaches one (1) hour prior to competition, and closed at the conclusion of the day.

Figure Skating Notes:

As addressed in Section 3.2.4

The Warm-up and Staging Areas consisted of a 10 feet x 30 feet tent placed beside the ice surface, about twenty (20) feet from the Zamboni entrance, which was the main entrance onto the FOP. Interlocking rubber mats covered the concrete floor inside the warm-up tent and the floor of the Staging Area. A 12 feet x 32 feet carpet was used to cover the area directly in front of the Zamboni gate. This carpet was easily removed for ice cuts, then immediately replaced.

Athletes and coaches were instructed to use the tented Warm-up area up to forth-five (45) minutes prior to their event time, return to the locker room to put on skates and then return to the Staging Area ten (10) minutes prior to their event time. Staging volunteers worked closely with the Locker Room volunteers to assist athletes and coaches with the timing.

Floor Hockey Notes:

The venue provided an 80 feet x80 feet tent for warm-up, primarily utilized for stretching and aerobic exercises. It was underutilized. Teams preferred to warm-up on the Field of Play, or in close proximity within the competition areas. Teams would often use areas behind bleachers or in pre-staging areas.

Suggestion: Include goals in the warm-up areas in order to allow teams the chance to create a full practice.

Suggestion: Include fifteen (15) minutes in the competition schedule (per game) to allow for warm-ups on the competition court.

Snowboarding Notes:

No designated warm-up area was provided at the venue due to the venue being open for regular business operations, as relating to the general public.

Athletes were provided access to make warm-up runs in the custody of the coaches. This was provided on two separate courses.

Snowshoeing Notes:

The venue provided three (3) warm-up areas; the infield of the track, the area around the athlete lounge and locker room (approximately 60 feet x 80 feet), and a length of track which was part of the 1600m course (approximately 40 meters long). The portion of the 1600m track was accessible only after the athletes had been checked into competition staging.

Speed Skating Notes:

The venue provided practice ice for all delegations for two (2) days during the Host Town period and throughout the competition week. Pads and corner blocks were the only equipment used for the warm up ice.

3.2.19 Athlete Uniforms

In all sports, athletes must wear clothing that is clean, designed and worn so as not to be objectionable. The competitors must not wear clothing that could impede the view of the judges. All uniforms must be delegation-issued.

All uniforms must be standard and adhere to the International Federation rules.

Delegations must refer to the International Federation and Special Olympics rules as addressed.

After Action Report

Unless indicated, there were no issues relating to athlete uniforms at the competition venues.

Alpine Skiing Notes:

All delegations were properly prepared with clothing and equipment.

Floor Hockey Notes:

Information must address that although the competition will occur indoors, within a controlled climate, it is winter outside and delegations need to come prepared for the outdoors.

There were approximately ten (10) teams that arrived prepared to purchase equipment.

Snowboarding Notes:

All delegations came prepared as relating to winter clothing.

Note: Due to logistical issues, Finland arrived at the location for snowboarding; however, their equipment and clothing did not arrive until day one of competition had concluded. The Venue Team and facility were able to provide clothing and equipment for the delegation.

Snowshoeing Notes:

There were approximately eleven (11) delegations that did not come with proper winter gear and clothing. Delegations that did not arrive with gloves was the biggest issue (as stated in the Coaches Handbook, gloves are a required uniform and equipment).

Speed Skating Notes:

There were approximately ten (10) athletes needing one or more of the following items:

- *Neck guard*
- *skate guards*
- *helmet*
- *gloves*
- *knee pads*

Commercial messages on uniforms

Article 1, Section X, of the Official Special Olympics Sports Rules 2007 Revised Edition clearly outlines the rules in regard to commercial markings on athlete uniforms during competition or opening and closing ceremonies. Any competing athlete wearing competition clothing with either commercial names or messages will be requested to change that item of clothing and if this is not possible will have that commercial message taped over.

Guidelines in regards to uniforms will be distributed to delegations in the Registration Instructions, Delegation Updates and published on the website.

After Action Report

Unless indicated, there were no issues relating to uniform infractions due to the commercial messages at the competition venues (Article 1, Section X).

Floor Hockey Notes:

There were no delegations with blatant commercial messaging on the competition uniforms. However, many delegations did present national flags on their warm-up gear, but nothing of concern on competition uniforms. In cases where national flags were displayed on the uniform, the flag was often minimal in size, and covered up with tape.

Snowshoeing Notes:

There were minimal commercial messaging issues. There were a few instances where tape was used to cover logos, etc.

3.2.20 Competitor Numbers

In some sports including Alpine Skiing, Cross-Country Skiing, Figure Skating, Snowboarding, Snowshoeing and Speed Skating athletes will receive individual competitor numbers. The

athlete(s) will use this same number throughout competition. It is the responsibility of the athlete and the Head Coach to ensure that this number is worn when entering the staging area and throughout competition. In certain sports, athletes may be expected to wear a hip number or a helmet number to facilitate the recognition of finishing places on the photo-finish equipment.

3.2.21 Footwear

Athletes and Unified Partners must come to the Games with proper footwear.

After Action Report

Unless indicated, there were no issues relating to footwear at the competition venues.

Speed Skating Notes:

Equipment needs and requirements need to continue to be stressed to the delegations, especially delegations that are new with the sport. There were instances when skates needed to have the blade tips rounded for safety. This was performed in the pro shop with the grinder. No delegations arrived without skates.

Note: In Speed Skating, approximately half of the athletes that participated competed in hockey skates.

Suggestion: SOI should assist delegations with procuring speed skates which would reduce the number of hockey skates at future World Games. Create a partnership with a vendor and offer “club skates” to all delegations.

3.2.22 Helmets

Athletes are required to wear helmets in Alpine Skiing, Floor Hockey, Snowboarding and Speed Skating. The requirements are in line with International Federation standards and are for the safety of the athletes. Athletes / teams will not be allowed participate without the required helmets.

After Action Report

Unless indicated, there were no issues relating to helmets at the competition venues.

Floor Hockey Notes:

Special Olympics Morocco was the only Delegation that showed up with an improper helmet; their helmets did not have the required face mask. They were able to purchase the appropriate helmet from the GOC. Several Delegations showed up without helmets, however they were expecting to purchase them in Boise, and the GOC was able to sell them at the competition venue.

Speed Skating Notes:

There were approximately ten (10) athletes that arrived without helmets.

3.2.23 Timing / Scoring / Results

Games Management System

The Games Management System (GMS) is the technology system that will be utilized to register all delegation members for the 2009 SOWWG through the GMS Exchange feature.

From a sports perspective, it will create the divisioning process and results system that will be utilized in each competition venue by qualified and well trained staff. The Sports Operations Department in conjunction with Information Technology and with support from Special Olympics Headquarters will train all staff using this system. A Super User is identified in each sport. The Super User will undertake a series of practical training to ensure all are well trained and competent in the designated role. They in turn will recruit and train additional personnel to ensure a smooth and competent operation at the Games.

From a technology perspective, these teams will be supported by IT personnel leading up to and during Games time, details of which are contained in the Information Technology Operating Plan.

After Action Report

General Information and Information:

GMS operators should be included with the TD's visits to the GOC headquarters at some point prior to the Games to prepare with requirements and to address needs for each sport.

During Games week, a GMS expert was assigned to each sport. This is essential.

Suggestion: Configured the GMS well in advance of the Games; test and integrate with the timing systems.

Alpine Skiing Notes:

There were three courses running simultaneously, with only one GMS operator.

Suggestion: Provide a GMS operator for each course.

Cross-Country Skiing Notes:

The GMS operator was very knowledgeable and professional. There were some issues relating to the interface and integration of the timing system with GMS.

Figure Skating Notes:

Much effort was put forth to integrate GMS with the FS scoring system. Six (6) months prior to the Games, SOI GMS experts met with the Figure Skating Accountant, Venue Production Manager, Venue IT Manager, VMT IT Commissioners, Sports Commissioner, Venue Director

and Technical Delegate. The purpose was to integrate the two systems and provide official scores to the appropriate locations. The basic components of this integration are as follows:

- *The 6.0 OBO judging system was chosen as the appropriate system to use for these Games*
- *The GOC wanted to incorporate a Kiss & Cry with results via transmission on the Daktronics screen available at the venue*
- *GMS created scoring sheets which capture the necessary scores for FS*
- *The FS Accountant obtained the necessary hardware (CODI box) from USFS*
- *Cable One was employed by the GOC to provide the camera work for the Kiss & Cry*
- *Cable One and the FS Accountant integrated systems*
- *Final results were entered into GMS after officially confirmed by FS Accountants through 6.0 OBO system*

The GMS operator provided the necessary registration documents for the Final Declaration Coaches Meeting. The operator was instrumental in providing athlete profile information needed in the preparation of the Vice Presidential visit. The operator constantly entered data into GMS which was made available to the Games website. The presence of this expert at the competition venue during Games week is highly recommended.

It is essential that the GMS experts work in tandem with the Figure Skating Accountant prior to and during the Games.

Suggestion: Development of GMS results sheets to reflect the actual results sheets and integration of the ISU scoring system used by the Accountant needs to occur.

Floor Hockey Notes:

There were two (2) computers set up running GMS, and at least three (3) individuals on-site who were versed in GMS to run various reports and enter results. The bracketing worked really well, as it would identify which games needed to be played in any given round of competition.

Suggestion: The scheduling component to bracketing needs to be enhanced, otherwise people need manually figure out the schedule which is critical due to the short turn-around timeframe. Features should include a drag and drop grid where we lay out the courts and timeslots, and drag the matches over to available timeslots until the schedule is complete. Built-in redundancies should include features that identify when a team is playing back-to-back games, or more than a given number of games on a day.

Suggestion: Track statistics for each game (goals, penalties and lines played) within GMS. Have GMS produce the score sheet and data so that this information can be entered for each athlete. Create the score sheets to be printed from within GMS, with the team roster already on the sheet, which would help ensure that only registered athletes are on the roster.

Snowboarding Notes:

The venue did experience issues with GMS during the Games. The integration between the timing system and GMS was not set-up. This made it necessary to hand-enter the data. The connection to the server also continuously failed, which created delays with GMS.

Snowshoeing Notes:

GMS is a useful and powerful tool.

Suggestion: Provide samples of the reports that are able to be generated. Use these reports for training sessions for Awards Ceremonies, Competition Staging, and Sports Information Desk.

GMS was run efficiently and professionally at Snowshoeing. Our only glitch with GMS was that the 15% honest effort allowance was not input into the computer on the first day of competition. This was a major issue, as it caused problems with the results. A representative from SOI, Venisha Bowler, and the Technical Delegate addressed the coaches about the issue with explanations.

Speed Skating Notes:

Recommendation: Arrival of the GMS personnel should occur approximately four (4) days prior to competition to address needs, as well as assist with training on site with volunteers. Note: this was an issue for Speed Skating, as the individual had travel issues in transit, and did not arrive until one (1) day before competition.

Recommendation: Patrick Doherty is highly recommended for future Games.

Timing Systems

Algae Timing Systems will be utilized with Alpine Skiing and Snowboarding. The timing systems will be provided by the competition venues or by a private vendor. In any case, the timing systems will be operated by the owner or qualified personnel at each of the competition venues, captured in the Sports Committee under the title and supervision of the Timing / Scoring / Results Supervisor.

Lynx Timing System will be utilized with Cross-Country Skiing, Snowshoeing and Speed Skating. The timing systems will be provided by a private contractor that has been utilized in the past and is familiar with GMS and is integrated with the GMS. In these cases, the timing system will be operated by the owner and designated personnel from the contractor at each of the competition venues, captured in the Sports Committee under the title and supervision of the Timing / Scoring / Results Supervisor.

Daktronics is the existing scoreboard at the Figure Skating venue and a review is underway to determine if a integration is needed for this sport, or if radio communication and data input is sufficient for the display of results.

Floor Hockey will utilize scoreboards at each court for results and then be reported to Competition Operations, where the results will be entered and recorded, then displayed on various locations throughout the competition venue.

After Action Report

Figure Skating Notes:

The Daktronics video screen that exists at the venue was utilized to display the unofficial results and the image from the Kiss & Cry for viewing by the athletes and spectators. This set-up was a wonderful addition to the world-class level of the competition. A CODI box obtained from USFS was used in conjunction with the 6.0 OBO judging system provided by the Figure Skating Accountant to display the judges' scores. Official ISU judging systems are required for competitions. The 6.0 OBO judging system is no longer used in higher level competitions, but is the best system to use for Special Olympic competitions.

Floor Hockey Notes:

There was one (1) scoreboard per court provided. The source of the score board needs to be identified early in the planning phase in order for discussions regarding replacements to occur. There was a struggle to find the best placement so that both teams and spectators can see the score and the clock.

Suggestion: Scoreboards should be double-sided, and if not, two (2) scoreboards should be in place for each court and integrated.

Suggestion: Include a place for the delegation name to be adhered to the scoreboard or a location to affix a sign.

Snowboarding Notes:

The Alge timing system was available at the venue, but due to issues with the failure to integrate the timing system with the laptop, the timing system was not utilized.

Snowshoeing Notes:

This system worked very well, and there were no issues with the timing system. The timing company did not supply the starter pistol as stated in the contract; however a starter gun was acquired through a local high school.

Speed Skating Notes:

Ensure that the starting gun is integrated with the electronic timing system.

Results

At the competition venues, immediately following each final round, unofficial results will be printed and posted on results boards in the venue for a period of 20-30 minutes. If no protests are received in the time allowed, results will become official, and the unofficial results will be replaced by the official results which will be printed and distributed.

Results will be distributed to the following areas:

- Awards
- Sports Information Desks at competition venues and accommodation sites
- Results Board in the competition venue
- Information Services at the competition venues
- Participant Data base on website, through the GMS website design for the Games
- Media outlets as agreed upon with Media Services
- A complete copy of results will be available to all Delegations at the conclusion of the Games prior to their departure, as a CD.

After Action Report

Unless noted, there were no issues reported.

General Information:

CD's were produced and mailed to the delegations one (1) month after the conclusion of the Games. During this month timeframe, the results were readily available on the website for the Games.

During the Games, a separate "daily results" page was created on the website for coaches and athletes to check the results of any given day.

The distribution of schedules must be closely monitored. All functional areas should be provided with a copy, as well as posting throughout the venue. Accommodation sites are also critical in this distribution to allow for delegation to have current information.

Figure Skating Notes:

Official results were posted within the twenty – thirty (20-30) minute timeframe. Results were printed by the Accountant, taken via Results Runner to the Referee for review and signature. Official results were copied and distributed via email to the Sports Information Desk, Information Services and Media Sub-center. Hard copies were posted on the Arena concourse for public viewing, near the locker rooms and near the Athlete Staging Area.

Single event results sheets were available at the Sports Information Desk. These sheets were not requested by coaches, but a daily results sheet was provided in each delegation's mailbox. If results are available via internet and are posted at the venue, copies of results are not required at the SID, but should be available to print on demand, if requested.

Note: The following is an example of a list of areas and individuals within a venue that received copies of schedules and results, and the number of copies that were provided. This example is provided by Figure Skating.

- *Arena Concourse*

- *Locker Room Area*
- *Athlete Staging*
- *Sports Information Desk*
- *Information Services*
- *Officials' Area*
- *Media Sub-center*
- *Videographer*
- *Awards (4 binders)*
- *Accountant's binder*
- *GMS*

Floor Hockey Notes:

Several results boards are needed in the competition area.

Speed Skating Notes:

Results were sent via wireless communication to the Results Distribution Coordinator, located in the Sports Operations. Official results are copied and distributed to the Sports Information Desk, Information Services and Media Sub-center. Hard copies are posted on the Arena lobby for public viewing.

Note: The following is an example of a list of areas and individuals within a venue that received copies of schedules and results, and the number of copies that were provided. This example is provided by Speed Skating.

- *Sports Information Desk (22 copies)*
- *Heat Box (2)*
- *Announcer (1)*
- *Competitors Steward (1)*
- *Referees on Ice (3)*
- *Referees – Corners (2)*
- *Finish Lynx (1)*
- *Starters (1)*
- *Manual Timers (1)*
- *Finish Line Judge (1)*
- *Awards (4)*
- *Media Sub-center (Electronically)*
- *Sports Ops (Shared File Folder)*

Results Information Flow

There will be dedicated GMS staff in the Sport and Competition Department for all aspects of GMS/results/timing systems interfacing with IT. Interfacing with IT, the GMS personnel will provide training and build the teams in each of the sports who handled the GMS process at

Games time. At Games time, GMS Sport staff will manage the GMS Headquarters including the results process and provide critical background support.

The GMS staff will serve as a point of contact for all media related results queries from Media Relations. This staff will also collect and produce a complete CD of results for all Programs prior to departure of the Games. If not possible for any reason, the personnel will make arrangements for the CD of results to be sent via email or mailing to the delegations within 2 weeks after the conclusion of the Games.

3.2.24 Practice Information

The sports schedule for the 2009 Special Olympics World Winter Games will be developed with the athlete as the primary focus. Lunch is being offered on a rolling basis at the competition venues, which means that competition will not actually stop for a break.

Practice will be available through a sign-up procedure for each competition venue. In most cases, this will be available on a first-come / first-serve basis when sites are limited. In Alpine Skiing and Snowboarding, practice will be available at the site, but no running of courses (especially with gates set) will be allowed.

After Action Report

Speed Skating Notes:

Warm-up ice was made available on the Practice Rink. A practice schedule was posted and was listed by delegation with a maximum of twenty-five (25) athletes per session. With exception of Team USA, which consisted of twenty-four (24) athletes, delegations were grouped together.

Suggestion: Offer warm-up times and not practice sessions. These sessions should be offered by event. This was changed during the Games and worked very well.

3.2.25 Awards

All awards presentations will take place in accordance with the Official Special Olympics Winter Sports Rules 2008 (**bold footer at bottom of page**) giving due respect to the athletes and highlighting their achievements. Medals will be presented to those athletes in 1st through to 3rd place and ribbons will be presented to athletes in 4th through to 8th place. If an athlete is disqualified for reasons other than unsportsmanlike issues, a Participation Ribbon will be presented to the athlete.

In the case of a tie, each athlete or team that has achieved the same result shall receive the award for the highest place (for example, two athletes who tie for second place shall each receive the silver medal). Athletes or teams that follow shall receive the appropriate award for their order of finish (for example, an athlete who crossed the finish line fourth following the two athletes who tied for second, shall receive the fourth place ribbon).

The following table illustrates how this rule will be applied.

Athlete Performance Score Award Place

- | | | |
|--------------------|---------------|--|
| • Pablo Escobar | 11.21 seconds | 1 st – Gold Medal |
| • Mohammad Shariff | 11.30 seconds | 2 nd – Silver Medal |
| • Andrew Johnson | 11.30 seconds | 2 nd – Silver Medal |
| • Mirek Silva | 13.12 seconds | 4 th – 4 th Place Ribbon |

If an International Federation differs from this ruling in the case of a tie, the sport will follow the ruling as laid down by the International Federation.

There will be an Application Form for interested individuals to fill out and turn into Honored Guests Services. These requests to present awards will be communicated to the Awards Supervisor and every effort will be made to have awards presented to the athletes via Sponsors, dignitaries, sports celebrities and other notable attendees at the Games. In the absence of such personnel, law enforcement and other uniformed personnel will be offered the opportunity to present the awards.

It is the intention that the Awards ceremony will take place within 30 minutes, or as soon as possible, following completion of the event.

If an athlete has another event, and it conflicts with the awards staging, the awards ceremony will continue, and the athlete should proceed for competition in the other event, as the awards will be presented at a later time.

It is the responsibility of the Head Coach to know there is a conflict with another event. Volunteers will be available to assist a coach who needs to take an athlete out of awards staging and to another event.

Rehearsals of awards ceremonies will be conducted and are an integral part of the training; closer to Games time this training will be simulated using the podiums and awards music. Awards will work closely with Results and Production to ensure minimal delay in the presentation time.

After Action Report

General Information:

Suggestion: Carry tray with the ribbons hanging off the front of the tray and the medallions facing the front of your body.

Suggestion: Use a highlighter to indicate the Division number and the DQ's. Use that sheet as a reference to verify the awards for each division.

Suggestion: Do not allow more than two presenters in any award ceremony.

Alpine Skiing Notes:

The awards ceremonies occurred approximately every two and a half minutes. The awards ceremonies occurred throughout the days of final competition and this was a continuous process.

The timing of the awards presentation is key to the success a presentation needs to take place on average every 2 – 2 ½ minutes to get through the sixty-five (65) divisions on a daily basis.

Cross-Country Skiing Notes:

The awards ceremonies occurred throughout the days of final competition and this was a continuous process.

Figure Skating Notes:

Award Ceremonies were held on the ice after Freestyle events were completed. (Note: Final scores were the combination of Compulsory Event score and Freestyle Event score.) Two (2) ceremonies were initially planned, but four (4) were due to accommodations surrounding Vice-President of the United States' visit.

Snowboarding Notes:

The first awards ceremony of the Games occurred at Snowboarding. This created some issues with the ceremony, as relating to the Guest Presenters. As it is an honor to present the first award of the Games, there were many Guests present and independently determined that six presenters would be included in the first ceremony. This created great confusion with the announcers, stagers, escorts, presenters, etc.

Snowshoeing Notes:

The look of the Awards was well received. The awards were great looking, as were the podiums and backdrops.

Suggestion: For outdoor venues and awards presentation areas, include a fabric or non-slip surface on the trays. Include the announcers in all award training sessions.

Speed Skating Notes:

There were two (2) award ceremonies conducted each day; a morning session and at the end of each day (during finals).

3.2.26 Podiums

A podium is available for each sport including team sports. While athletes should be present and in their competition attire, Head coaches are encouraged to ensure that their athlete has suitable warm clothing available at all times, particularly for the outdoor venues, but during the presentation of awards, athletes should be dressed in competition attire or in the delegation issued uniform – following the standards set forth for such uniforms. Athletes not in proper attire may not be able to participate in the Award Ceremony.

No National flags will be permitted on the Awards Podiums.

Podiums and backdrops will be developed by the Image Department of the Games. The podiums will be designed for each sport and will be designed with the athlete in mind.

After Action Report

General Information:

Suggestion: Provide complete and detailed instructions for the completion of the award podiums placement and final preparations that are needed to be completed on site.

Suggestion: Allow time for delegations to take photographs on the podiums, after the conclusion of all events and the last awards presentation. Delegations enjoy this opportunity for photographs.

Alpine Skiing Notes:

Carpets and non-skid surface will need to be used from the staging area to the podiums and presentation areas.

Cross-Country Skiing Notes:

Suggestion: Include proper straps for the backdrops to ensure proper hanging due to weather and other conditions.

Figure Skating Notes:

The podiums were built to accommodate both singles and pairs.

The deck of each podium must be carpeted to protect skate blades from damage. Suspending the Awards backdrop from a truss and lowering it into place for each Awards Ceremony is recommended. The Technical Delegate required that each ceremony begin within thirty (30) minutes after the last event.

Snowboarding Notes:

The area and set-up provided the image that the Games hoped to provide.

Snowshoeing Notes:

Please see "General Information" section above.

Speed Skating Notes:

Approximately seven (7) volunteers were used for the set-up of the presentation area. Two (2) large four-wheel carts that measured 3 inches x 60 inches were needed to move the podiums on and off the ice.

The backdrop measured 30 feet x 14 feet. A custom truss and pulley system was built to raise and lower the banner for the ceremony.

Recommendation: Plan approximately one (1) hour for a ceremony session for sixteen (16) divisions and up to one and half (1 ½) hours for twenty-one (21) or more divisions.

3.2.27 Clinics and Demonstrations

Clinics and Demonstrations will be provided to effectively engage the sports stars / celebrities for the benefit of 2009 Special Olympics World Winter Games and with a view to strengthening their association with the global Special Olympics Movement. This will be created in two ways; through the involvement of global sports stars participating in clinics / demonstrations at the competition venue and/or Special Olympics Town, participation in Opening and Closing Ceremonies and award ceremonies. Through the involvement of national / local sport celebrities at competition venues and / or Special Olympics Town by hosting sports clinics and demonstrations with particular emphasis on the involvement of athletes and coaches in the clinic / demonstration. The number of clinics and demonstrations provided at the sports venues will be determined by the daily competition schedule.

Projected clinics are Curling, Motor Activities Training Program (MATP) and Young Athletes; other possibilities include, waxing clinic for Alpine Skiing and Cross-Country Skiing, dry land training clinics, strategy and coaching clinics, a sports celebrity race at Sun Valley and others are to be determined. This will be the first inaugural demonstration for MATP and Young Athletes at the Winter World Games.

The clinic for Curling will be hosted at the Speed Skating competition venue, Idaho Ice World, and conducted by the Boise Curling Association.

A celebrity ski race is under review, and if conducted, will be held at Sun Valley.

After Action Report

General Information:

Recommendation: SOI's Guest Program and initiatives need to be completely revisited. The clinics and demonstration opportunities were discussed for approximately one (1) year. No final details or plans were available or complete from SOI until approximately one (1) week before the Games began – and in some cases one-two (1-2) days before the clinic was to occur. This is unacceptable and completely disruptive to the competition venues and planning by the GOC.

Cross-Country Skiing Notes:

A ski technique clinic and a celebrity relay ski race was offered at the venue.

Ski Technique Clinic – On the course inspection and practice day, there were approximately twenty (20) athletes from the a local skiing tour that were skiing the 500M loop with all Special Olympics athletes that wanted to participate. The clinic lasted about an hour and a half. Instructions were given by both the ski tour individuals and Special

Olympics athletes to each other. It was a great event because everyone got to learn from each other and helped promote the movement.

Celebrity Relay Ski Race – On the course inspection and practice day, there were approximately twenty (20) participants. These participants comprised two (2) teams of ten (10). Each team had an equal number of celebrities and SO athletes. The 100M course was used with each participant skiing 100M. It was a fun event that was attended by spectators and media.

Figure Skating Notes:

The venue hosted a “skate with a celebrity” opportunity. The celebrity, Scott Hamilton, and approximately thirty-forty (30-40) SOI Guests and athletes participated in this opportunity.

Floor Hockey Notes:

A celebrity exhibition was mandated by SOI in the days leading up to the Games. Celebrities and dignitaries competed against a composite team of athletes from the World Games.

While this exhibition had a good turnout, and was exciting to watch, it was held during the worst possible timeframe. It was held during assessments, and the actual game lasted approximately one (1) hour. The Competition Committee was trying to finish up the assessments process, and lost a court for nearly two hours because of this event. An area of concern was that the celebrity team did not have protective gear including shin guards and helmets, which was to be provided by SOI and the Guest Program. Several of the athletes played hard, and there could have been serious injuries. There were also issues with identifying the teams, as uniforms were not provided by SOI. Additionally, media was very invasive of the field of play in trying to capture certain shots for this event. The Director of Global Brand Marketing from SOI also let media onto the field of play just as play was beginning. This could have caused a major incident. Additionally, media was given access that Sports Operations had already deemed not possible for the safety of everyone, but were overruled by SOI.

Snowboarding Notes:

There were waxing clinics available to the delegations on a daily basis.

Note: There was also a snowboarding clinic provided for the Bharat athletes, as Bharat arrived with no ability to compete or knowledge pertaining to snowboarding.

Speed Skating Notes:

This venue hosted a Curling Clinic. This was offered over a two (2) hour block of time. The local Curling Club began with a short demonstration of the sport, demonstrating all aspects of the sport (delivery, sweeping, strategy, etc.) and answered initial questions during this time. (Estimated time: 20-30 minutes). Where possible, participants signed up in advance of the clinic through Delegation Services.

Practice Stations were set up to practice delivery set-up and release. Groups of 4-8 were assigned to stations. All stations followed the same procedure starting with lesson one, with each participant rotating through each lesson multiple times. Participants used two rocks instead of a broom or crutch for the

initial lessons. The Netherlands were the largest delegation that participated, and although the turnout for the clinic was not overwhelming, it provided an intimate setting for the clinic and those that participated received very detailed instructions.

The following is for future purposes for promoting the sport of Curling and outlines the schedule for this clinic.

- 1630** **Lesson one:** Using two rocks, demonstrate hack set-up, balance, grip, and initial rock movement. **No rock release** is used in this session. Balance, front foot and rear leg movement, hip raise, leg thrust, grip, and handle position will be emphasized. Have them place body weight on non-throwing stone and foot/rear leg with little or no weight on throwing stone.
- 1645** **Lesson two:** Forward rock movement, grip position, rotation/turn technique, release, follow-through slide. During this session, we will use two rocks and emphasize balance, line, and arm, foot, and hand positions. Rocks will be released to hockey blue line only. We will rotate group members to serve as rock catchers. If some participants are comfortable with the delivery, move them to the proper one stone method.
- 1715** **Lesson three:** Full delivery and release of rock to a specific target (Broom) to concentrate on balance and line. Rocks will be released to blue line (target area) only. Curl Rotation dependant on alternate target position. Use one stone and broom or crutch for this lesson. A brief sweeping practice would also be included during this time. Practice sweeping may be done by those not throwing. Have each person throw two stones before rotating to catcher/sweeper.
- 1730** **Lesson four:** We will use full sheets for this exercise. Groups will stay in the same location and throw to the other end starting with the West ends. Each person will practice throwing Guard Weight for two stones, House or Draw Weight for two stones, and Take Out or Back of House Weight for two stones. This is dependent on time; we may be able to throw more stones or have a practice game.

Suggestion: Continue the promotion of Curling with the possible inclusion as an Official Sport in future Winter Games. This will allow another opportunity for the athletes and can also be another opportunity for Unified Sports.

3.2.28 Sports Administration

Sports Administration refers to the planning, organization and coordination of the administrative aspect of each sport. The Competition Administration Supervisor on the Competition Management Committee coordinates this area and reports to the Venue Director, Technical Delegate and Sport Commissioner. The Sports Operations Office is the area for key competition personnel including the Technical Delegate, Officials, Sports Information Desks, and all reports both within the competition and to other Games areas, and will also operate the necessary support in administration areas for the competition.

After Action Report

General Information:

Recommendation: Meet every two (2) weeks with the Competition Committee (five (5) months prior to the Games to discuss volunteer roles and assistance with administration.

Note: The SID area needs to provide friendly volunteers, as this area is the first location the coaches visit each day. This area is crucial to creating the proper atmosphere at the venue, and is a customer service orientated position.

Alpine Skiing Notes:

The location of the administration offices need to be in close proximity to the location of the awards area and distribution points throughout the venue.

Figure Skating Notes:

Recommendation: Provide one (1) results runner serving the judges and the accountants, while producing the needed paperwork, and two (2) runners serving throughout the venue, posting the results and adding results into binders as required.

Recommendation: On the first day of competition, provide two (2) additional volunteers for a few hours in the morning session to assist with check-in procedures and arranging the SID.

SID – The music for the athletes was accepted at this location.

Recommendation: On practice days, the SID will be used sparingly, and may not necessarily need to be operational. Review this area on practice days for operational purposes and volunteer requirements.

Floor Hockey Notes:

Recommendation: Detail the issues in venue meetings as to who requests certain reports.

Snowshoeing Notes:

Recommendation: Provide the SID binder three (3) weeks in advance of the Games. Note: There were issues with delivering the information binder to Snowshoeing due to geographical location, and was not received until one (1) week prior to competition.

Speed Skating Notes:

Recommendation: Revise the Competition Committee structure for Speed Skating, having the Results Runner volunteer report to the Timing, Scoring & Results Supervisor.

Sports Operations Management Office (SMO)

The Sport Commissioner is responsible for the management of the SMO (also known as Sports Race Administration or Sports Operations). For access purposes, the SMO is in a Restricted Zone with restricted access, therefore the number of people accessing it will be limited and should be maintained to a minimum at all times - access will be monitored by the Sport staff.

Who has Access to the SMO?

- Technical Delegate
- Sport Manager
- Sport Commissioner
- Sport Committee personnel and volunteers as assigned by the Sport Manager
- GMS personnel as agreed upon by the Sport Manager
- Other designated SOI and GOC staff

Security personnel will control and enforce the access control to the Sport Management Operations Office. This office area access will be controlled, as this is not a lounge for personnel, it is a working office. Those individuals not working need to vacate the office.

Requirements of the SMO

The following list is not exhaustive and will vary; however at a minimum the SMO should have the following:

- Sports Policy and Procedures
- List of call signs – Communications (Radio channels)
- GOC phone numbers including TD's and Sport Headquarters
- Folders for Final Results and Protests
- Sport Managers Reports to Sport Headquarters
- Daily Activity Report Forms
- Sports Rules (SOI and IGB)
- Similar copies of forms available at the Sports Information Desk as back up.

Results / Schedules / Updates

SMO staff distributes this information to the relevant areas.

- Relevant Officials
- Awards
- Venues Results Boards
- Sound Production
- Sports Information Desk
- Media
- Information Services

Administration

The following are key areas of administration undertaken by the SMO. Production of the meeting notes from Head Coaches meeting in bullet point, and production of the daily

PowerPoint presentation for Head Coaches meeting. The SMO will have responsibility in itemizing and filing forms, the previous days' schedule, results, protests and appeals.

A Sport Administration Supervisor will be appointed to work and support the Venue Director and Sports Commissioner in all aspects of administration. The Sport Administration Supervisor will ensure that all administrative aspects of each sport functioned effectively. The Sport Management Office and the Sports Information Desks are two key components of administration support to the sport.

The SMO will have restricted access (actual zone TBD). This will be monitored by access control personnel (TBD) to ensure that access is controlled, allowing competition personnel to work efficiently and effectively in the office.

All reports, including Sport Managers and Sport Commissioners daily reports to Sports Headquarters, and Protests and Appeals were filed in the Sports Management Office.

After Action Report

General Information:

The Power Point format was good and made for a good first impression with the coaches, while also allowing the officials and TD's to make the presentation appropriate for each sport (make sure proper IT needs are addressed and available, or make other arrangements).

Recommendation: Provide language services support at the SID.

Recommendation: As state elsewhere, change the title of the SID to "Coaches and Officials Desk", removing the word "information" – as this was confusing to delegations and the general public. Although the area is controlled access, the general public repeatedly trained to access this area for general questions. Delegations also asked non-sports related questions at this location, instead of the Information Services location.

Cross-Country Skiing Notes:

Recommendation: Provide the SID a multi-functioning copier.

Figure Skating Notes:

Two (2) small offices were provided by the venue for Sports Operations. Each office was equipped with a laptop, internet connection and a variety of office supplies. One laptop was connected to a desktop printer. The other laptop was connected to the multi-function copier/printer, as well as connected to the Accountant and GMS computers.

The Competition Administration Supervisor worked from the SID and the Production Booth, where the Accountant and GMS expert were located.

This location was shared between, the facility operations staff, the Officials and Competition Administration including GMS.

Floor Hockey Notes:

Recommendation: Address individuals that have access to the area and inform all others not to interfere and create a specific access control process for this area.

Snowboarding Notes:

There were no protests or appeals. Administration simply distributed results to the appropriate locations.

Snowshoeing Notes:

The office was located in a tent, approximately 20 feet x 32 feet, and this space was adequate. All other records were kept in hanging files in cardboard file boxes. Mailboxes were set up for each delegation, TD's and the officials. A posting was located near the entrance which detailed each day's announcements.

The location was comprised of a Supervisor and three (3) additional volunteers as assistance.

Speed Skating Notes:

Sports Operations, Venue Operations, Security Operations and Technology Operations were located on the upper level of the facility.

Wireless communication between the upper level and the field of play was utilized.

The Venue Operations area was used primarily by the technology personnel, Sports Commissioner and the Venue Director. All radios used for communication were located in this area.

The SID was located at ice-level. This location was set up with three (3) tables, 24 (24) mail boxes, a laptop computer, printer, lockable file cabinet and two (2) portable heaters.

Recommendation: As was illustrated at Speed Skating, provide wireless communication at all venues. This will reduce the number of volunteers needed as runners, as well as saving paper and time.

3.2.29 Athletes & Coaches

Each competition venue will have a designated area for athletes and coaches to relax away from the field of play. This area will be the Athlete Lounge which will have snacks and refreshments as well as activities for the athletes and coaches during times where they are not competing. In some cases, this area will also be utilized for athletes and coaches to change into proper competition uniforms in areas such as locker rooms, tents and restrooms, all areas will be controlled access zones and will be monitored for the health and safety of the participants. This area may also be utilized for food services and meal distribution and consumption at the competition venues (for lunches).

After Action Report:

General Information:

Recommendation: If tents are utilized, provide windows in the tents.

Recommendation: Provide designated seating for each delegation (athletes and coaches), especially where venues are limited in seating capacity.

Recommendation: The following statement is true for all venues and locations, and also all locations within the venues and on the outside property of the facility. SOI and the GOC must address the partnership with Coke in relationship to the venues. SOI should take this into consideration when selecting the venues, and when a conflict occurs regarding sponsorships – understand the ramifications of selecting such a venue.

Issue: There were multiple issues relating to the food service at the venues. At the beginning of the Games, the venues had many issues with food services. Many venues were late receiving product and services, as well as not receiving proper support and equipment. Vegetarian meals were not provided in some cases, coffee was not available, warm drinks were not supplied. As the Games continued, these issues were resolved. Proper selection of meals should be a priority for the athletes.

Alpine Skiing Notes:

The venue provided two 40 feet x 90 feet tents for the 368 athletes and coaches. This area could have been larger and the recommendation is to provide two 60 feet x 100 feet tents for the lounge areas.

Cross-Country Skiing Notes:

Recommendation: Provide a larger tent for this area, approximately an 80 feet x 100 feet tent.

Figure Skating Notes:

The upper level meeting area was designated as the Athlete Lounge. This area was secluded from the FOP and spectator areas. Outside food and beverage was not allowed in the venue. Therefore, limited snacks and drinks were provided in the Athlete Lounge. However, a main dining facility with meals and unlimited snacks and drinks was located in the venue adjacent to Figure Skating venue, approximately fifty (50) feet away.

Food consisted of protein bars, whole fresh fruit, coffee, tea, hot chocolate and water. The area was furnished with tables, chairs and couches. Books, games and a games system were available. The Athlete Lounge was supervised by three (3) volunteers.

Many athletes and coaches preferred to stay in the seating area of the arena instead of the Athlete Lounge.

Lunch was served at the dining hall located adjacent to the competition venue from 1100-1300. This window of time did not work for some coaches and athletes.

The Athlete Lounge was not operational during practice sessions. The venue was closed to the public and media during the practice sessions.

Recommendation: Have the Athlete Lounge operational during practice sessions. Lunch and a variety of snacks and drinks should be made available within the Athlete Lounge.

Designated seating for athletes and coaches only was identified after the VD received a request from a coach. Delegates wanted to watch the competition without interference from family members. This area was located on the upper level of the arena. Signs were placed at the entrances to the designated area. Coaches were satisfied with this arrangement, empowered to point out the signs to family members who attempted to enter the area.

Having a secluded area for the Athlete Lounge is a good plan, and it is also recommended to have a designated area for athletes and coaches only where the competition can be viewed and the delegates can cheer for other athletes.

Floor Hockey Notes:

The venue provided three (3) areas; all measured 40 feet x80 feet. Athlete entertainment was very appropriate and very well received. (It is important to note Athlete Entertainment was identified as a Functional Area with the GOC).

Snowboarding Notes:

Recommendation: Review the food that is allowable in the Athlete Lounge.

Snowshoeing Notes:

The Athlete Lounge was a tent measuring 60 feet x 60 feet, and the Athlete Locker Room was a tent measuring 30 feet x 30 feet, were in an access controlled area separate from the other areas of the venue. These areas were controlled with event fencing, and allowed a location for a large warm-up area.

The Athlete Lounge provided a small area for athlete entertainment.

The Athlete Locker Room measured 30 feet x 30 feet, and provided two (2) dressing rooms separated by pipe and drape. The dressing rooms measured 10 feet x 12 feet. The rest of the tent had areas designated for snowshoe storage.

Speed Skating Notes:

The venue provided three (3) large heated tents. These were located in the parking lot and measured 40 feet x 60 feet. The Athlete Lounge was managed by three (3) volunteers.

The proper timeframe for lunch is 1100 – 1300.

3.2.30 Coaches Handbook

The Coaches' Handbooks will be available in English and other official languages as appropriate (French, Russian, Chinese Mandarin and Arabic) and will be available to Coaches via the Head of Delegation and the Games website in the winter season of 2008.

Handbooks will be made available at the initial Head Coaches' Meeting and then will be available (on a limited basis) at the Sports Information Desk at the competition venues and accommodation sites.

The communications with the Delegations will occur through the Delegation Update and the Official Games Website. These avenues will be used as a communication tool for information distribution leading up to the Games as well as any changes which occur at a date too late for inclusion in the Coaches' Handbook.

The handbook will be designed into a size that allows for coaches to carry it with them – pocket size or folded paper size of 8 ½"x 11". The exact layout and formatting of the handbook will be determined at a later date.

After Action Report

General Information:

The Coaches Handbooks were made available to the delegations through the official Games website. It was only available in English on the website, as the delegations were able to download the content and have it translated in their country prior to arrival in Idaho. This was primarily due to budget restraints of the Games Organizing Committee. The Head Coaches for each sport were also provided a hard copy of the Coaches Handbook upon arrival in Idaho (English only). There were also several copies available at the Sports Information Desk at the competition venues. This handbook was to be made available to the delegations on the website approximately two months prior to the arrival of the delegations, but the Publications Department was unable to meet this deadline. The final version was available approximately one month prior to the arrivals of the delegations.

The timeline must be discussed with the publications department (as occurred for these Games), but the publication department must adhere to the deadlines.

Snowshoeing Notes:

There were approximately 30% of the Coaches that arrived with the handbooks.

Suggestion: It must be stressed to the HOD's to distribute this publication to the coaches immediately.

3.2.31 Officials

Best efforts will be made to ensure that each competition venue will have a designated area for officials to relax while at the competition venues. Officials will receive lunch at the respective competition venue and water will be supplied and maintained to ensure a sufficient supply, other

refreshments may be available as well – depending upon sponsorships and budgetary implications.

Other areas will be made available for the officials to access, all depending upon the sport specific rules. These areas include, but are not limited to; field-of-play access for those serving in the official roles for conducting the events within the given sport, locker rooms that will be maintained and monitored by Officials Attendants, Sports Operations / Race Administration Offices as appropriate and the Sports Information Desk areas. These areas will be zoned appropriately and will be monitored for access control by the security personnel. Each competition Sports Committee will have an Official's Services Supervisor, whose function is to coordinate the activities of the officials while at the competition venues. This should be the first point of contact for any official who may have a query or require information.

3.2.32 Official Assignments

The Officials information will be included in the Officials Handbook for 2008 and will be available in English only and will be circulated to all officials in the fall 2008, some information will also be included in the Coaches Handbook.

SOI will take the ownership of soliciting international officials (officials from outside of the host program – Idaho) for the 2009 World Games, as well as finalize and distribute the Official's Application for the 2009 Special Olympics World Winter Games. The GOC Sports Operations Department will have input after SOI has made selection nominations.

3.2.33 Selection of Officials

International officials will be chosen primarily through SOI and the Technical Delegate. The GOC will have input before final selection is determined. The personnel from the GOC that will have minimal input in the process include the Senior Director of Sports Operations, Sport Managers and Sport Commissioners for each sport. SOI and the TD will have the initial selections and will discuss with the GOC personnel.

The selection of Officials is a process that begins as follows:

- There is an agreed upon number of officials per sport that are chosen and invited to attend the Games with all of their accommodations, meals and transportation to and during the Games funded by the GOC. The number of International officials is eighty (80), with an additional six (6) SOOPA.
- There may be a need to invite Officials if they wish to self-fund their transportation (including to and from the competition venue) including flights, accommodations and meals. However, there have been issues with this at previous World Games. If the Games can avoid this, it will avoid this process.

These officials will supplement the core of highly qualified Certified Officials who have volunteered for the Games. All Officials, whether GOC funded, self-funded or otherwise funded will receive the 2009 SOWWG Officials Games uniform.

Considerations to be made during the process:

- Expansion of new officials for the growth of the world-wide movement, taking regions of the world into account during the selection process
- National Director or relevant personnel from the programs need to be included in the process and will need to verify the applications that are submitted by Officials that reside within a given Special Olympics Program through a signature from the Head of the Special Olympics Program.

SOOPA participants will need to follow the same process as all other officials. The mentors of the athletes serving as officials will be the main contact for communications between SOI and the GOC regarding the SOOPA participants.

Once officials arrive for the Games, all will receive the same uniforms, lunch vouchers, invitations to appropriate receptions and Opening and Closing Ceremonies tickets.

After Action Report

Unless indicated, there were no issues relating to the selection of officials.

General Information:

Recommendation: Select the officials one (1) year prior the Games and the application for the Games should occur eighteen (18) months prior to the Games.

Recommendation: The officials should be utilized at the Invitational or Test Games. Although budgets may limit this suggestion, if possible, this would be a good practice. This would allow testing of the officials and allow for assessments of the officials for the World Games.

Alpine Skiing Notes:

The TD was very knowledgeable and is highly recommended for future Games.

All officials are recommended for future Games.

Cross-Country Skiing Notes:

There was only one (1) international official that applied.

Suggestion: Develop additional relationships with Nordic Skiing and recruit additional officials. It is suggested to have three (3) international officials to conduct the events.

Figure Skating Notes:

Recommendation: Select the TD two years prior to the Games. The TD was not in place in a timely manner and this caused challenges in the planning phase.

Seventeen 17 Officials, including the TD were selected for these Games, as the following illustrates.

*Technical Delegate (1)
Referee (1)
Assistant Referee (1)
Accountant (1)
Assistant Accountant (1)
Judge (10)
Music Technician (1)
Announcer (1)*

Recommendation: It is recommended to include the TD Emeritus in the next Games, provided the same parameters are used.

There were no SOOPA applicants, although after lengthy discussions at the Games, the daughter of an official (a Special Olympics athlete), was selected as a Trial Judge.

The TD is very knowledgeable about the sport, although there were, at times, language barriers. Although the TD worked well with all at the venue, there were situations when the Referee was in control and made decisions that the TD did not agree with the result. The process for decision making needs reviewed. .

ISU rules state that Officials shall have private rooms and designated stipends for meals and incidentals. Although these Officials signed the SO contract stating that they would share a room with another Official and be responsible for some of their own expenses that are generally reimbursed by the Organizing Committee for other international competitions, most were upset when they checked in at their hotel, learning that they would be sharing their room. Many submitted expense reports, requesting reimbursement for expenses that were not to be covered by SOI or the GOC. It is

Recommendation: Communication with the Officials should highlight the agreement regarding rooms in accommodations and reimbursements, as this differs from the standard ISU expectations.

Floor Hockey Notes:

Floor hockey uses two types of International Officials; Referees and Pad/Court Supervisors. Pad Supervisors in most cases performed the duties the as needed.

Issues: A serious review needs to occur with the selection of officials. In one case an individual participated, but was interested in taking pictures than performing the duties that were assigned. Another individual was removed from service for providing wrong information and for correcting a score sheet, which violates the rules.

Referees for the most part were very good and would be recommended for future Games, although consideration must be given to the level of previous games that have been refereed by

the individuals, as some referees were not the caliber of officials needed for a World Games. These issues were expressed by the Competition Committee and other officials.

Note: Several referees were not of a world games experience level and should not have been selected to participate, although approved by the TD.

Suggestion: Include the following on the application for Floor Hockey officials:

- *Duration of the Competitions officiated (single or multiple days).*
- *Number of actual games officiated.*
- *Ability levels of the teams in the competitions officiated.*
- *The role/position applying to serve at the Games (referee or court/pad supervisor).*
- *Leadership roles as a referee within a competition (i.e. referee in chief, crew chief).*

For local officials, things went relatively well. At the start of competition, there was a shortage in scheduling, as it was not clear on how many officials would be needed for the Assessment process. Later in the week, we had too many volunteers/officials.

Suggestion: The number of volunteers per court should be limited to seven, with a couple of of volunteers to assist for breaks or emergencies.

Snowboarding Notes:

Suggestion: The selection of two (2) additional officials for race operations.

Recommendation: All officials that were selected are recommended for the next Games.

Snowshoeing Notes:

Recommendation: Kelly Zackodnik should be selected in the future Games

The following are notes regarding the Assistant TD, relayed from the Venue Director. (I would highly recommend Kelly Zackodnik. She has a true passion for the Special Olympics movement. She is reasonable, fair and compassionate to the athletes, coaches and volunteers. She is a true worker and helps out wherever and whenever she is needed. She comes well prepared and well-versed in the rules of the sport. She is a confident, thoughtful decision maker, and is always able to back-up her decisions based on the rules. Kelly always took the time to let the volunteers know that she appreciates them.)

Issues: Relating to the TD, there were some concerns about professionalism and knowledge of Special Olympics. Although the TD has many years of experience, a review must occur for future Games. Additional discussions occurred regarding divisioning, Final Declaration, relay entrants, commercial messaging rules and several others. The TD was incorrect in many things that were relayed to the coaches, and these issues had to be cleared with the coaches by other GOC and SOI staff. There were issues concerning the professionalism and treatment of volunteers, there were reports of several disgruntled volunteers due to the attitude of the TD.

Speed Skating Notes:

The TD, Urszula Jankowska, is highly recommended to continue to serve as the TD in future Games. This recommendation is due to her experience, professionalism and language skills (Polish, English, Russian & German) which are all invaluable to the Games.

Announcer - As stated in the Awards section, the Announcer needs to be an SOI appointed official who announces Speed Skating competitions at a national or international level. The announcer will service as competition and awards announcer.

Officials – Sixteen (16) officials, including the TD, is the correct number of officials for Speed Skating. The officials selected for the Games were extremely professional and are highly suggested for future Games.

Note: Uniforms - Speed Skating Officials all travel with a white turtleneck, blue blazer and gray slacks; this is the standard uniform for Speed Skating.

SOOPA - as stated in the Officials/SOOPA section above, Syd Lea served as our SOOPA.

Recommendation: All officials to serve in future Games, including Syd Lea (SOOPA).

3.2.34 Officials Uniforms

Officials must wear uniforms appropriate to their sport, preferably the uniform of the International Federation. Competition officials will receive a World Games uniform to be worn while performing their duties at the sport competitions should an Official not be supplied with a National or International Federation uniform.

In those sports where the International Federation provides their International Officials with a uniform, the GOC will still provide these officials with the Games uniform set. Competition Officials must wear either the uniform supplied by their International Federation, National Governing Body or GOC at all times while officiating at competitions.

All officials must supply their own black or navy pants / shorts / skirt. In sports where a blazer or jacket is worn, it is the responsibility of the official in that sport to supply their own. Official's uniforms supplied by the GOC will consist of to be determined.

After Action Report

General Information:

The international officials and local officials were issued the same uniform as general volunteers. There was no distinction between the officials and general volunteers due to issues relating to the procurement of uniforms.

The TD's were also issued staff jackets.

Suggestion: Order distinct colors of uniforms to create a distinction between the officials and general volunteers.

Floor Hockey Notes (Exception):

Two uniforms were provided for officials, stripes for Referees and black collared shirts for international Pad/Court Supervisors (both with the Games logo).

Suggestion: There is no need to have two separate designs, as they are all officials and should wear the same uniform. Two shirts were ordered per individual, and this worked well considering the heavy use of the uniform.

3.2.35 Officials Transportation

The GOC Sports Manager who is assigned the functional area of Officials will work closely with the GOC Transportation Manager(s) to ensure that transportation will have the Officials, Technical Delegates and Assistant Technical Delegates arriving at the competition venues on time and when assigned. This same information will be communicated to the Sports Managers at each competition venue and each Sport Manager will work with the volunteer Transportation Supervisor from the Venue Management Team.

The GOC has budgeted to provide air travel, housing and food for eighty (80) International Officials (Officials outside of the state of Idaho), and an additional six (6) SOOPA and the mentors associated with SOOPA. National and self funded (if approved) officials are to be determined. The GOC staff liaison for Officials will work closely with SOI and the Officials to manage their travel itinerary to the Games.

The Officials will be transported from the airport to their accommodation site using several methods including; hotel shuttle, motor pool dispatch, competition committee personnel and taxi services. These same options will be utilized for transport back to the airport after the conclusion of the Games.

After Action Report

General Information:

Vehicles used for the International Officials need to include adequate space or racks for the transportation of equipment (skis, snowboards, snowshoes, etc.).

Bus service was provided to and from Opening and Closing ceremonies for the Figure Skating officials, while other officials that were able to attend, traveled in their dedicated vehicles.

Unless arrangements were made by the Venue Director for a special pick-up at the airport, hotel shuttles were provided to transfer the Officials from the airport to their accommodations and back to the airport after the Games.

Suggestion: Create an itinerary for the officials and TD's at least one (1) month prior to the Games. This will allow the officials to have the information in a timely manner and make appropriate arrangements. Due to issues with accommodations, final itineraries and transportation plans could not be made available until one (1) week prior to the officials arrival. This is not acceptable, as some officials were not able to be contacted due to the short notice, and were contacted upon arrival.

Alpine Skiing Notes:

There were several dedicated vehicles provided to the officials. There was one vehicle per three individuals.

Cross-Country Skiing Notes:

There was a dedicated vehicle provided to the official. There was one vehicle per three individuals.

Figure Skating Notes:

The FS Officials accommodations were within walking distance of the competition venue and dining area. Continual shuttle service was available between the nearby hotel and the competition venue if an official was limited with mobility. Motor pool service was available for other needs.

Floor Hockey Notes:

A dedicated bus was provided daily to transport the officials from the hotel to the venue.

Suggestion: The Officials should be provided with access to some sort of motor pool vehicle for instances where they need to arrive at the venue in advance, need to leave early and for other occasions.

Snowboarding Notes:

There was a dedicated vehicle provided to the officials and TD. There was one vehicle per three individuals.

Snowshoeing Notes:

The TD's were picked up by motor pool drivers and transported to McCall, ID. The International Officials drove themselves to the venue with a dedicated vehicle.

Speed Skating Notes:

Issue: It was discussed that the officials would be provided a dedicated transportation system. This did not occur until three days after the start of the Games. This was an issue for the officials.

Recommendation: Provide a dedicated vehicle to the officials, at a proportion of one (1) vehicle per every three (3) individuals.

3.2.36 Officials Accommodations

Accommodations for International Officials (i.e. funded officials from outside Idaho, USA) will be provided by the Games Organizing Committee (GOC) at the following locations:

- Hotels to be determined at a later date

The locations will be conveniently located close to all major competition venues and officials will be allocated to an accommodation site as close as possible to the sport in which they are participating / officiating. It will be the goal of the GOC to house officials for each sport at the same site, as this will allow for information sharing and discussions at a central location, as well as ease of transportation systems, which will assist with minimal travel time for the officials.

During the official operations of the Games, all meals for officials will be provided by the GOC.

After Action Report

General Information:

Suggestion: Providing room confirmation numbers to the officials would have been helpful in cases where there may have been issues; however, this information was not made available until officials began arriving.

Alpine Skiing Notes:

The officials were housed in cabins on site at the venue. The venue was located approximately forty-five minutes from Boise, ID and the officials needed to be housed on location.

Cross-Country Skiing Notes:

No issues or concerns were reported, as the officials were housed near the venue.

Figure Skating Notes:

All FS Officials were housed two (2) blocks from the competition venue. A private room was made available for the Officials to eat breakfast and conduct informal daily Officials Meetings. This room was made available in the evenings for a hospitality room for the Officials.

Suggestion: Figure Skating Officials must be aware of the process with Special Olympics and the policy of sharing rooms. It is recommended that emphasis be placed on expectations that differ from the standard ISU rules.

Floor Hockey Notes:

Accommodations worked well; the hotel served breakfast, while lunch and dinner was served at the venue.

Snowboarding Notes:

The officials were lodged within a few minutes of the venue.

Snowshoeing Notes:

The officials were all housed approximately five (5) miles from the venue. This hotel had wi-fi available, as well as a full-service restaurant. They had breakfast and dinner at the hotel, while lunch was provided at the venue.

Speed Skating Notes:

The officials were placed in accommodations within a short distance from the venue. Breakfast provided by the hotel was proper.

The Officials Services Supervisor and Venue Director met with the hotel manager one (1) month before the Games to make arrangements to place gift bags and credentials in the officials' rooms.

3.2.37 Officials Communication

It is the responsibility of the Officials Manager to communicate with all Competition Officials to keep them abreast of information as it becomes available. The GOC staff liaison for Officials will ensure that all information sent to the Competition Officials is accurate and applicable to the group. The communication will be coordinated between the GOC liaison and the SOI liaison, with the SOI liaison taking the lead with the dissemination of the information.

There will also be a section on the Games website dedicated to Officials.

After Action Report

General Information:

E-mail was the primary avenue used for communication with the officials prior to the Games. Cell phones were issued upon arrival for the international officials, which had phone numbers pre-programmed. Cell phones and radios were used upon arrival and at the venues.

SOI was the primary communicator with the International Officials and the GOC was the primary communicator to the Local Officials.

Recommendation: Address in detail the process for communication to the officials. This was not truly clear, as at times, SOI, TD's and the GOC were communicating to the officials.

Floor Hockey Notes:

Recommendation: When the Technical Delegate wishes to communicate to the officials directly, as occurred, submit the communications to the GOC and SOI for approval.

Speed Skating Notes:

The TD and Chief Referee were the primary communicators to the officials.

Recommendation: Develop relationships with the officials in the planning phase.

3.2.38 Officials Observation

Competition Officials not working will not be allowed on the Field of Play (FOP) under any circumstances. It is a goal of Competition Management to have the FOP clear of all unnecessary personnel. If an official is not working and wishes to watch the competition, he/she must sit in the spectator's area.

After Action Report

General Information:

There were no issues to report, as officials not assigned to a position at any given time were either located in the Officials Area, Volunteer Lounge or in spectator seating.

3.2.39 Officials Recognition

Officials will receive recognition of their participation and efforts for the Games at each competition venue through announcements and will also receive a small token from the Games as a memento from the Games. Other activities for officials are to be determined.

After Action Report

General Information:

The recognition of the international officials included a photo album of the specific sport. These albums were personalized with the name of the official on the cover of the book and were mailed to the officials after the Games (approximately 2-3 weeks after the Games).

3.2.40 Sports Information Desks

Each competition venue will have a Sports Information Desk (SID) with designated mailboxes for distribution of sports information. The SID will be situated in close proximity to the athlete entrance at the competition venues. Information will be available verbally, manually or electronically.

The SID will serve as the main point of contact with Competition Management Committees, Head Coaches and Officials. It will be open at least one hour prior to the first competition of the day and remain in operation until one hour after the conclusion of each day's final competition.

Volunteers will be trained to offer assistance to athletes and coaches who may seek assistance and/or information at the SID. They will distribute results, start lists, heat sheets, bulletins, competition updates, technical forms, protest forms and other sport specific information.

Team officials (registered head coaches and delegates) are encouraged to stop at the SID upon arrival and departure at the venue to pick up all information updates. Team officials wishing to contact Competition Management may do so via the SID.

The SID will also be located at the official accommodation sites for delegations. Volunteers at the SID will work closely with Delegation Services at the accommodation sites to support Head Coaches requests and queries. This will assist with ensuring that all the necessary information is gathered for the Head Coach. Copies of the Official Special Olympics Rules will be made available at the SID's (historically, the SOI Rules have been a major request at the SID). The SID will serve as the daily check-in area for Delegations arriving at the competition venues.

Delegation Services and the SID will be combined at the accommodation sites, primarily utilizing the Games website.

After Action Report

General Information:

Suggestion: Reiterate the list of available resources and services available at the SID, and also reiterate that general Games questions should be addressed at the Information Services area at the venue.

Cross-Country Skiing Notes:

Due to the amount of paperwork distributed from this area, a large multi functional copier is needed in this area.

Figure Skating Notes:

The Sports Information Desk was located in an area that was easily located by athletes and coaches. Check-in was a natural task to complete, as every individual entering the venue proceeded past this area upon entry.

Floor Hockey Notes:

Issue: Not having fax machines available at the venue became an issue, as schedules needed to be sent to the accommodation sites where email was not an option.

Snowboarding Notes:

Although all coaches were directed to the SID for information, there was confusion by the coaches. Please refer to Section 3.2.28 for other notes.

Snowshoeing Notes:

Please refer to Section 3.2.28 listed above.

Speed Skating Notes:

Please refer to Section 3.2.28 listed above.

3.2.41 Head Coaches' Meetings

Head Coaches' meetings will be held daily in each of the competition venues, unless otherwise noted in the final schedules and in the Coaches Handbook. Head Coaches for each delegation involved in competition must attend these meetings, as they are an important method of

communication between Competition Management Committee, Officials, Head Coaches and their delegation. Head Coaches must communicate the information distributed at the Head Coaches' meetings to other coaches in their delegation, ensuring an effective system of communication.

For the Games, the Final Declaration Head Coaches' Meeting schedule is as follows:

7 February, 2009 (evening)

Alpine Skiing
Figure Skating
Floor Hockey
Speed Skating

8 February, 2009 (morning)

Cross-Country Skiing
Snowboarding
Snowshoeing

Young Athletes will be managed by SOI and the Host Program during the Games. The schedule for this program will be communicated by SOI and the Host Program.

All additional coaches meetings will be held in each venue either before or after competition on a daily basis, and the exact times will be communicated at each Head Coaches meetings.

Topics included in the first Head Coaches meeting (Final Declaration) will include, but are not limited to, the following items:

- Introduction of Competition Management Team, including Technical Delegates, Assistant Technical Delegates and Officials (these individuals will be located at a Head Table with placards indicating the name and title of each individual)
- Roll call (in alphabetical order by Program – indicated by placards at the designated seat for each Program)
- Coaches / Athletes Responsibilities
- Staging – Competition and Awards
- Sports Rules and Honest Effort Reminder
- Disqualifications / Protests and Appeals Procedures
- Sports Information Desk (SID) / Daily Check-in Procedure
- Final Declaration and Athlete Sign-Off
- Unified Sports Code of Conduct (Floor Hockey only)
- Assessment / Divisioning / Competition Schedules
- Venue Tour / Layout
- Food Services locations and schedule / Lounges
- Medical Services
- Awards Schedule and Process

- Transportation Services

At the first Head Coaches' meeting, Head Coaches will be provided with a list of all participating athletes representing their given delegation. This list will include; events, levels, qualifying scores, genders, date of births, and medical alerts. It is the Head Coach's responsibility to verify and sign-off on all information pertaining to the athletes / teams and most importantly, update qualifying times/scores, events and levels if necessary. Meeting notes will be distributed in bullet format in English following each day's meeting.

The maintenance and practice of daily meetings will be used as another means in the education process of coaches. PowerPoint or other professional type presentations will be utilized and meeting notes distributed following the meeting.

It is intended to maintain the daily meetings to 30 minutes in duration, but this will vary depending on the needs of each sport.

A comprehensive pack will be developed and distributed to Head Coaches upon arrival at the Games. It will include a Games map, relevant forms which they may require during the Games and other publications. A copy of this pack will also be supplied to each Head of Delegation at time of arrival at the Games.

After Action Report

General Information:

A public address system should be utilized. The primary individual that will conduct the meeting is the TD, along with the Sports Commissioner and appropriate officials; the Venue Director should be in attendance when necessary.

Placards or signs should be used for the meetings, indicating the personnel at the head table, as well as the delegations in attendance.

Each meeting should be recorded through the administration support from the Competition Committee.

Provide light snacks and refreshments at the meetings.

Recommendation: Instruct functional areas at the venue to report announcements that are needed at the coaches' meetings.

Recommendation: Make arrangements for interpreters as necessary.

Alpine Skiing Notes:

The coaches meetings took place daily and were conducted in the afternoon (16:00) at the venue. The room was set up to accommodate ninety coaches.

Cross-Country Skiing Notes:

Suggestion: The meeting should last no longer than one (1) hour and should be focused on the competition side of the event. A brief time should be set aside at the end of the meeting for general venue announcements and questions.

Figure Skating Notes:

Due to the dinner hour and late transportation issues, the location was changed for the meeting and the basic goal of obtaining verification of registration information was prioritized.

Eighty (80%) percent of the delegations attended the Final Declaration Meeting. Russia requested that skaters registered as Level 2 Pairs be changed to Level 2 Singles. This change was approved by the Referee.

Coaches were encouraged to address any other questions and concerns. These issues were addressed by the TD, Referee, Venue Director and/or Sports Commissioner. Appointments for Salon Services were taken after the meeting. The TD announced that further Coaches Meetings would not take place unless otherwise notified through the SID.

The Venue Director scheduled a Coaches Meeting to address expectations surrounding the visit of the United States Vice-President. The TD and Referee did not feel it necessary to attend, as the meeting was not to answer technical or competition related concerns. Due to competition running late, this meeting did not take place as planned. The Venue Director addressed the coaches who were able to attend at the designated time. Coaches were understanding and supportive. The request for additional food and beverage in the locker room area was made. In an attempt to guarantee communication to every delegation, the Venue Director drafted a revised schedule and delivered it to the two (2) accommodation sites. This schedule was delivered at approximately 0300 and was distributed through the SID in the morning at the venue.

Recommendation: Schedule the Final Declaration at least two (2) days prior to the first day of competition.

Floor Hockey Notes:

The location of the Coaches Meeting changed several times through the course of the Games until a location was selected in bleachers at a designated court. A designated room or closed portion of the venue would have been more appropriate.

Neither a PA system nor name cards were utilized, but both were reported to be needed.

Most questions addressed the competition format and schedules.

Due to the nature of Floor Hockey competition, the final declaration had no impact on athletes and competition. Only scratches were reported.

Snowboarding Notes:

The first coaches' meeting was originally scheduled for 0700 at the venue, but transportation proved to be difficult for the meeting. It was then determined to change the location to the hotel. It was conducted at 0600 on February 8, 2009. Communication to the coaches regarding the change occurred as they arrived at the hotels the night of February 7, 2009. Issues discussed included assessment and divisioning procedures, race procedures, and updated schedules were provided.

No issues were reported at the Final Declaration.

Snowshoeing Notes:

The Coaches' meetings took place in the competition staging tent, fifteen (15) minutes after the last event of each day. This information was on the schedule provided to the coaches in advance of the game and was also posted at the venue near the SID and near the venue exit each day.

The room provided seating for approximately sixty (60) individuals, a PA system, and a head table with the TDs, officials, Sports Commissioner, and Sport Information Desk Supervisor.

Approximately 70% of the delegations were present for the coaches' meetings. All questions were to be submitted in writing to the TD.

There were minimal changes at the Final Declaration.

Speed Skating Notes:

The meetings were conducted at approximately Time: 0815 – 0830 daily at the venue.

Approximately fifty percent (50%) of the delegations attended the meetings.

Individuals that were present at the head table included; Sports Commissioner, Technical Delegate, Head Referee, Assistant Referee, and other officials as needed.

There were minimal changes at the Final Declaration.

4 Policies & Procedures

4.1 Policies

1. Athlete Staging
2. Access Zones
3. Announcements for Staging
4. Flash Photography in Competition Venues
5. Improved Performance Time / Score
6. Participation in the Divisioning Rounds / Assessments
7. Protests and Appeals

8. Definition of Awards
9. Presentation of Awards
10. Guest Involvement in Awards Ceremonies
11. Incorrect Award presented to the Athlete(s) / Team(s)
12. Presentation of Award due to an Athlete leaving Awards staging due for additional event
13. Replacement of Lost Award
14. Delay of Event / Competition
15. Postponement of Event / Competition
16. Cancellation of Event / Competition
17. Athlete / Team No Show due to Games Related Issue
18. Athlete/ Team Blatant No Show
19. Practice Equipment

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-1

Policy Title: Athlete Competition Staging

Other FAs affected: Safety, Security and Venue Management

Policy Statement: Athletes will enter the staging area a minimum of 30 minutes prior to the assigned event (or otherwise indicated by a particular sport). Staging areas will be located as close to the Field of Play / starting areas as possible to ensure a steady and safe flow of athletes. The Competition Staging personnel are responsible for ensuring that the area is set up and in proper condition 60 minutes prior to the commencement of competition. Only athletes who are due to compete, and volunteers / officials with the correct access codes, will have access to the competition staging area. No coaches and / or family members may be allowed to enter the final staging area. Athletes may not leave the staging area without permission of the Competition Staging personnel and without being accompanied by an Athlete Escort or other appropriately assigned volunteer or coach.

Additional explanation or information (optional): A competition staging area is designated in every competition venue as a holding area for athletes prior to competition to ensure that all athletes / teams are present for the event.

The credentialing system and effective monitoring of zones will ensure access is limited to the competition staging area. Well trained volunteers will ensure athletes spend minimum times in competition staging.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-2

Policy Title: Access Zones

Other FAs affected: All (primarily Security and other access control personnel)

Policy Statement: All Delegation members, as well as volunteers assigned to the Competition Committee and any other functional areas which have a duty to perform will have access to the Athlete Zone within a Competition Venue. Control of access to the Athlete Zone is the responsibility of volunteers assigned to provide access control. Delegation members will automatically have access to most areas within Athlete Zone, as they will have a designated imprint on the credential.

Access to Restricted Athlete areas, within the Athlete Zone, is controlled by Sports Operations through the Competition Committees. This will be served through Sport Access Control volunteers. Designations will be included on credentials.

Additional explanation or information (optional)

Restricted athlete areas may include but are not restricted to the following areas within competition venues:

- Competition course/court/other Field of Play areas
- Competition Staging Areas
- Awards Staging Areas
- Athlete changing areas
- Athlete Lounges
- Competition Management Office
- Results area

2009 SOWWG POLICY

Lead Functional Area: Sport Operations

Policy Number: SPT-3

Policy Title: Announcement for Competition Staging

Other FA s affected: Sound Production

Policy Statement: All announcements to competition staging will be pre-scripted.

First Call 30 minutes prior to starting time

Second Call 15 minutes prior to starting time

Final Call 5 minutes prior to starting time

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-4

Policy Title: Flash Photography in Competition Venues

Other FA s affected: Media Services, Family Services and Security

Policy Statement: Flash photography is permitted on Field of Play while athletes are competing, where approved by the relevant International Federations, Venue Directors, Sports Commissioners and Technical Delegates.

Additional explanation or information (optional): All Policies and Procedures will be devised by Sports Operations and distributed to the relevant Functional Area's including; Information Services, Families, Sound Production, Event Services, Volunteers and Media Services. Flash photography is permitted on all Field of Play when athletes are not competing, with permission from the Competition Committee.

After Action Report:

Unless indicated, there were no issues relating to flash photography at the competition venues.

General Information:

Announcements must make timely reminders of this policy at the indoor venues. Media crews must be reminded that this Policy included lights on cameras near the field of play. Security personnel assisted in talking to individuals seen using flash photography.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-5

Policy Title: Improved Performance Time / Score

Other FA s affected: None

Policy Statement: Following divisioning / assessments, should a Head Coach or Athlete wish to submit an improved performance time / score for an athlete, they may do so by completing and submitting an Improved Performance Score Form within 30 minutes upon completion of the event. This form is to be submitted at the Sports Information Desk. The Form must be signed by the Head Coach.

Additional explanation or information (optional)

Due to extenuating circumstances, an athlete may under perform during their divisioning event or assessments, and to ensure an athlete is not disqualified due to the Honest Effort Rule, the Head Coach has the opportunity to update their time / score / level. The policy ensures that in this situation, an athlete is not disqualified in breach of the Honest Effort Rule.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-6

Policy Title: Eligibility to participate in final rounds of competition

Other FA s affected: None

Policy Statement: An athlete must participate in the divisioning rounds / preliminary rounds and assessment rounds in order to become eligible to compete in the final rounds of competition.

Additional explanation or information (optional)

With regard to this policy: A Head Coach does have the right to protest the decision.

An athlete who does not show for the divisioning round, preliminary round or assessment round due to Games Services will be able to compete in the final rounds (using the qualifying time / registration information – unless the head coach uses the Improved Score Form, which will then be utilized for advancement), once the issue with Games' Services is verified. Athletes that are unable to participate in the divisioning round, preliminary round or assessment round due to medical circumstances, will be allowed to participate in the final rounds (using the qualifying time / registration information – unless the head coach uses the Improved Score Form, which will then be utilized for advancement), once the medical issues are verified with Medical Services.

Athletes disqualified due to unsportsmanlike behavior will not be allowed to participate in the final rounds of competition.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-7

Policy Title: Protests and Appeals

Other FA s affected: Awards

Policy Statement: Only a Head Coach or designated registered coach (in the absence of a Head Coach) may protest in writing on an official Protest Form, and must do so within the timeframe as outlined per sport, per the International Federation rules), and submit it at the Sports Information Desk.

The Head Coach can either accept or appeal the ruling to the Jury of Appeals.

Only a Head Coach may file an appeal to the Jury of Appeals for a denied protest.

This expressly prohibits any other individual from protesting - Head of Delegation, Delegation Assistant Liaison, Family Member or any other individual. Any protest involving the judgment of a referee / judge will not be given consideration, including divisioning or assessments.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Number: SPT-8

Policy Title: Definition of Awards

Other FA s affected: None

Policy Statement: Awards will be presented to athletes / teams as follows: Medals will be presented to athletes finishing in places 1st through to 3rd place. Ribbons will be presented to athletes finishing in places 4th through 8th place. Athletes disqualified for technical rules violations or athletes that do not finish will be awarded a participation ribbon next to the award podium, but will not stand on an official awards podium. Athletes who are disqualified for unsportsmanlike behavior or for violations of the Honest Effort Rule will not receive an award.

In 2009, a challenge Medal Award will be presented to each participant in the Motor Activities Training Program.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-9

Policy Title: Timeframe for Presentation of Awards

Other FA s affected: None

Policy Statement: In most cases, it is the intention that the Awards ceremony will take place within 30 minutes, or as soon as possible following completion of the event. Awards will not wait for a protest or a ruling of a protest before presenting awards (unless noted by the International Federation).

Each particular sport will schedule the award ceremonies. For instance, Figure Skating and Speed Skating will conduct award ceremonies twice daily during the final rounds of competition – at lunch and at the end of the day.

After Action Report

Alpine Skiing Notes:

The awards presentations occurred fifteen (15) minutes after the first competitor finished the second run of each event. The timing of the presentations will be approximately every two and a half minutes.

Cross-Country Skiing Notes:

The awards presentations took place approximately thirty (30) minutes after the conclusion of each finals race.

Figure Skating Notes:

The United States Vice President's visit required additional Awards Ceremonies. A total of two (2) ceremonies were initially planned; one at the end of each day of Freestyle Events. With 153 athletes and each potentially entered in two events, more than two Awards Ceremonies proved to be beneficial.

The first ceremony lasted approximately ninety (90) minutes, with awards presented for twenty-five (25) events. (Please note that the FS plan never included two ceremonies daily, as mentioned in the Sports Operational Plan.)

Recommendation: Conduct an Awards Ceremony for every ten (10) events. The set-up and tear-down of the Awards Podium seems like a monumental task to conduct numerous times, but is well worth the effort to enhance the athlete experience and maintain the spectator support.

Floor Hockey Notes:

The award ceremonies were conducted during the last two (2) days of the Games. All award ceremonies were conducted within one to two (1-2) hours of the conclusion of the last game within a division. This timeframe is suggested, as it allows teams to change into appropriate gear, arrive at staging, and proceed to the presentation area in a timely manner.

Snowboarding Notes:

The first awards ceremony of the Games was conducted at the conclusion of the Giant Slalom and Super G events on February 9, 2009. The timing of the entire awards ceremony was approximately 1 ½ hours. Portable lights were needed.

The ceremonies occurred once daily, at the conclusion of the events.

Suggestion: Have two award ceremonies each day of the finals.

Snowshoeing Notes:

The awards took place as each division concluded. The first awards ceremony took place on February 10, 2009 at approximately 0955, and continued throughout the day.

Speed Skating Notes:

There were approximately seven (7) volunteers utilized for the set-up of the awards presentation area.

Recommendation: Plan approximately one (1) hour for a ceremony session for sixteen (16) divisions and up to one and half (1 ½) hours for twenty-one (21) or more divisions.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-10

Policy Title: Guest Involvement in Awards Ceremonies

Other FA's affected: Guest Services / VIP Services Media Services, Sound Production

Policy Statement: It is the intention to include Honored Guests / Founders Circle as presenters in all award ceremonies.

The Honored Guests will be asked to fill out the form provided to schedule presenters.

In the absence of Guests as presenters, uniformed Law Enforcement officers and other appropriate individuals will be recruited from the competition venue to serve in this capacity.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-11

Policy Title: Incorrect Award presented to Athlete(s) / Team(s)

Other FA s affected: None

Policy Statement: If it is deemed that an incorrect award was presented to athlete(s) / team(s), the athlete(s) / team(s) will receive the correct award.

Additional explanation or information (optional)

Head coaches have a 30 minute timeframe in which to lodge a protest. Should the event not have been flagged for a possible protest, the award presentation may have occurred within the 30 minute timeframe.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-12

Policy Title: Presentation of Award due to an Athlete leaving Awards Staging for an Additional Event

Other FA s affected: None

Policy Statement: In the event of an athlete leaving the Awards staging area to participate in an additional event, this athlete will receive their award at a scheduled time following completion of the additional event. Every effort will be made to ensure that the time spent in awards staging will be kept to a minimum.

Additional explanation or information (optional)

In some sports where an athlete may participate in a number of events, it may be necessary to take an athlete from awards staging to the FOP for competition, thereby causing the athlete to miss his / her first presentation.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-13

Policy Title: Replacement of Lost Award

Other FA s affected: None

Policy Statement: Should an athlete lose an award it will be replaced.

All awards will have the athlete name, delegation and result printed on a tag on the back of the lanyard or ribbon of each award.

A Replacement Form for Awards will be provided to the Head Coach's in each pack, and if needed will be submitted to the SID. The replacement of an award will take place approximately 24-hours after the form has been submitted to the SID. This timeframe is in place due to the fact that an award may have been misplaced or found between the time the form was submitted and the issuance of a replacement award.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations
Policy Number: SPT-14
Policy Title: Delay of an Event / Competition
Other FA s affected: All

Policy Statement: An event / competition is considered delayed when it does not start within 15 minutes of its scheduled start time and is held within 2 hours of its original scheduled start time.

Additional explanation or information (optional)

There are three possible reasons for delaying an event / competition – sports technical related issues, weather related issues and Games related issues.

Sport Technical: This relates to sports being unable to have or continue to have, the Field of Play (FOP) ready to hold the event / competition, or to provide a fair and safe FOP for all competitors.

Weather or Safety Related: When due to the existing weather or possible safety related conditions related to the weather, the event / competition cannot start or continue while still providing a fair and safe event / competition for athletes and volunteers.

Games Related Issue: A No Show at an event / competition will not cause a delay to that event / competition.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations
Policy Number: SPT-15
Policy Title: Postponement of Event / Competition
Other FA s affected: All

Policy Statement: An event / competition is considered postponed when it cannot be held within its scheduled time session / day and can be rescheduled into another time session / day of competition, without the overall event running over its allotted timeframe.

Additional explanation or information (optional)

There are three possible reasons to postponing an event / competition; sports technical related issues, weather related issues and Games related issues.

Sports Technical: This relates to the sport being unable to have or continue to have, the Field of Play (FOP) ready to hold the competition, or to provide a fair and safe FOP for all competitors.

Weather or Safety Related: When due to the existing weather or possible safety related conditions related to the weather, the competition can not start or continue while still providing a fair and safe event for athletes and volunteers.

Games Related Issue: A No Show at a competition will not cause a postponement to that competition.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-16

Policy Title: Cancellation of Event / Competition

Other FA s affected: All

Policy Statement: An event / competition is considered cancelled when, without the extension of the overall time frame for the competition, the event cannot be rescheduled into another time session / day. There are two types of cancellation: non-medal competition (divisioning) or medal competition (finals).

Additional explanation or information (optional)

There are three possible reasons to canceling a competition; sports technical related issues, weather related issues and Games related issues.

Sports Technical: This relates to sports being unable to have or continue to have, the Field of Play (FOP) ready to hold the competition, or to provide a fair and safe FOP for all competitors.

Weather or Safety Related: When due to the existing weather or possible safety related conditions, the competition can not start or continue while still providing a fair and safe event for athletes and volunteers.

Games Related Issues: For example very high winds on last day of competition, blizzard conditions or extreme cold.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-17

Policy Title: Athlete / Team No Show due to Games Related Issue

Other FA s affected: Event Services

Policy Statement: Head coaches will receive a daily schedule which will outline the athlete's events and times of competition. Each sport will have their own standards in regard to check-in timeframes prior to an event, and they will also be outlined clearly at the first Head Coaches' meeting.

Once this time has elapsed, and every effort is made to contact the delegation at the competition venue, an athlete(s) / team(s) will be declared a No Show for that event and will forfeit the game or event.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-18

Policy Title: Athlete(s) / Team(s) Blatant No Show

Other FA s affected: Delegation & Event Services, Transportation and Catering

Policy Statement: Where there is a continued No Show from a Delegation, this will be referred to the SO Regional Sports Director. No Shows due to political reasons will not be tolerated. Please refer to “Refusal to Compete” statement included in the Delegation Registration Booklet.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-19

Policy Title: Practice Equipment

Other FA s affected: None

Policy Statement: The Games Organizing Committee will not guarantee to supply practice equipment or uniforms, including sport footwear and helmets to any athlete(s) or team(s).

Additional explanation or information (optional)

All delegations are required to bring their own equipment and uniforms including but not limited to helmets, skis, poles, sticks, pucks, footwear or other uniforms. The GOC will not accept any responsibility for storage of practice equipment. The responsibility remains with the Delegation.

After Action Report

Alpine Skiing Notes:

The venue provided a 20 feet x 40 feet team for waxing and ski storage. The area should be larger and it is suggested to have a 40 feet x 40 feet tent for this area.

Cross-Country Skiing Notes:

A storage area for equipment was provided to the delegations at the venue. There were four (4) tents designated as wax/storage tents and each delegation was given an approximately 10 feet x 10 feet space. This space was divided using chain linked fencing and a delegation. These tents were monitored twenty-four (24) hours a day by the National Guard.

Figure Skating Notes:

All delegations were responsible for their own equipment (skates, guards, costumes, etc.). Storage of athletes' equipment is not an issue to consider for Figure Skating.

Floor Hockey Notes:

The venue housed thirty (30) locker rooms. Fifteen (15) were dedicated for teams arriving and preparing to play, the remaining fifteen (15) were dedicated for teams that just concluded a game.

Eight (8) storage units were provided for equipment storage and each measured approximately 8 feet x 20 feet. These units were used for the storage of team equipment and were located beside the locker rooms.

Based upon the large number of teams, and the high probability of some teams arriving without proper gear; the GOC made the determination to only offer equipment for sale – no rental sales were offered. Projections for needed equipment from the Technical Delegate were very low and inaccurate. Floor Hockey sticks were sold out within the first two (2) days of Assessments/Divisioning. Delegations were willing to purchase equipment on-site, and many preferred to do so. Since there is only one stick provider world-wide, many delegations find it difficult to have the sticks shipped to their country, and many find it easier to purchase equipment at a World Games. Several delegations were also interested in purchasing equipment on-site to help grow the sport upon returning home; unfortunately since we sold out of most of the equipment quickly, this was not possible.

Suggestion: Future GOC's should consider reaching out to the Delegations to get an idea of how many teams will want to purchase equipment on-site for the purposes of World Games competition, as well as growth of the sport back home. Having extra equipment on hand for damaged or lost equipment also needs to be taken into consideration. There was only one delegation that arrived with improper equipment (helmets), and they were willing and able to purchase the appropriate gear.

Snowboarding Notes:

All delegations were responsible for their own equipment (snowboards, boots, helmets, etc.) unless it was misplaced or lost due to issues relating to the Games logistics. When this occurred, the facility provided equipment to the delegations (this occurred with approximately three delegations for one day).

Snowshoeing Notes:

Note: Delegations that needed to rent snowshoes due to improper equipment or illegal equipment included; El Salvador, San Marino, Tunisia, Libya, Monaco, Iran, Greece, Cypress and Gibraltar.

The above delegations either did not have equipment, or more commonly did not have the proper size of equipment.

The Athlete Locker Room measured 30 feet x 30 feet. This area offered two (2) dressing rooms divided by pipe and drape. The dressing rooms were approximately 10 feet x 12 feet. The remaining portion of the tent had areas designated for snowshoe storage.

Suggestion: There must be a bag check process for the delegation equipment.

Speed Skating Notes:

All delegations were responsible for the storage of their equipment (skates, guards, helmets, etc.).

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-20

Policy Title: Delegation Early Departure as Related to Awards

Other FA s affected: Awards and Delegation Services

Policy Statement: Delegations that leave the Games prior to any final competition of an athlete or team will not receive an award for the given athlete or team, including Participation Ribbons. Athletes or Teams must compete in the Finals in order to receive an award.

The exception would be Floor Hockey, as teams (depending upon schedule) may be participating in the Final competition round of the Games. Teams that must leave before the conclusion of the Games, but do participate in the Final round of competition for their division may receive an award. This will be assessed based upon the final division for that team.

For example: *If a team leaves before their final placement has been determined, and a team does not participate in the final scheduled game to determine final placement; that team will receive a forfeit for that particular game. The team will receive the award for their final placement within their division, as the game missed will go into the teams record as a forfeit, not a disqualification.*

After Action Report

Unless noted, there were no issues reported.

Alpine Skiing Notes:

Sweden was the only delegation that was affected by this policy. Sweden was unable to participate in the last day of divisioning and finals due to an early departure flight to return to Sweden.

Speed Skating Notes:

Due to flight schedules, Team Qatar booked their departure flight before competition had concluded on February 13, 2009.

Although the GOC policy stated that delegations must report to the airport three (3) hours prior to departure, a discussion occurred with SOI representatives and GOC representatives. After much discussion and approval from the other coaches, Qatar's athlete was allowed to compete and then immediately vacate the venue to arrive for the departure flight.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-21

Policy Title: Divisioning, Qualification Scores and Advancement to Final Events

Other FA s affected: Delegation Services

Policy Statement: If an athlete does not finish a race in the assessment and/or divisioning rounds, and the coach does not submit an updated time/score on the Improved Performance Form, within the established time, that athlete is scratched from that event and will not receive an award of any kind, and is not allowed to compete in the finals for that event.

After Action Report

Unless noted, there were no issues reported.

2009 SOWWG POLICY

Lead Functional Area: Sports Operations

Policy Number: SPT-22, SPT-23, SPT-24, SPT-25, SPT-26, SPT-27, SPT-28

Policy Title: Honest Effort Rules for each sport

Other FA s affected: Awards

Policies SPT-22 through SPT-28

General Statement: If an athlete does not finish a race in the assessment and/or divisioning rounds, and the coach does not submit an updated time/score on the Improved Performance Form, within the established time, that athlete is scratched from that event and will not receive an award of any kind, and is not allowed to compete in the final for that event.

Policy Statement: SPT – 22 Alpine Skiing

Due to changes in the course layouts and changes with gate placements, improvements in an Athlete's time up to 24.99% would be allowable with no potential of disqualification.

Improvements of an Athlete's time between 25%-39% will be flagged for possible infractions of the Honest Effort Rule and a ruling will be made to determine the result of this situation, which may be disqualification.

Improvements in an Athlete's time of more than 39.01% will be automatically disqualified for violation of the Honest Effort Rule.

Policy Statement: SPT – 23 Cross-Country Skiing

Improvements in an Athlete's/Team's time up to 15% would be allowable with no potential of disqualification.

Improvements in an Athlete's/Team's time between 15.01%-39% will be flagged for possible infractions of the Honest Effort Rule and a ruling will be made to determine the result of this situation, which may be disqualification.

Improvements in an Athlete's/Team's time of more than 39.01% will be automatically disqualified for violation of the Honest Effort Rule.

Policy Statement: SPT – 24 Figure Skating

Due to the Judging of this sport and the divisioning process with ages, the Honest Effort Rule does not apply for Figure Skating.

Policy Statement: SPT – 25 Floor Hockey

The GOC will use the best available performance records to ensure that all teams are given the opportunity of a fair and challenging competition. These records could include divisioning rounds, individual assessment scores and/or previous competition records. Athletes / teams must participate honestly and with maximum effort in all divisioning and / or final competitions. The Head Coach has ultimate responsibility for the conduct of the team. Head coaches must encourage and support this honest effort on the part of each athlete and team or they may face sanctions from the Sport Specific Jury.

If competition personnel (Sport Commissioner, Officials, assessment team, Technical Delegate, etc.) determines that an athlete or team has not competed with maximum effort in divisioning rounds with the clear intent to gain an unfair advantage in the divisioning process, the competition personnel have the right to sanction that athlete or team.

Sanctions may include:

- Verbal warning to the coach
- Suspension of the Head coach from further competition
- Team and coaches placed on probation
- All accumulated points will be lost
- The final ranking of the team may be adjusted for the medal round
- A second violation will result in the team and its support personnel being suspended from the competition
- Disqualification from the Games

If the Head Coach feels that their team has been placed in a division that is too low for their team's abilities then it is the Head Coaches responsibility to go to the Sports Management Team and Divisioning Committee to ensure that the issue is addressed.

Policy Statement: SPT – 26 Snowboarding

Due to changes in the course and changes with gate placements, improvements in an Athlete's time up to 24.99% would be allowable with no potential of disqualification.

Improvements of an Athlete's time between 25%-39% will be flagged for possible infractions of the Honest Effort Rule and a ruling will be made to determine the result of this situation, which may be disqualification.

Improvements in an Athlete's/Team's time of more than 39.01% will be automatically disqualified for violation of the Honest Effort Rule.

Policy Statement: SPT – 27 Snowshoeing

Improvements in an Athlete's/Team's time up to 15% would be allowable with no potential of disqualification.

Improvements in an Athlete's/Team's time between 15.01%-39% will be flagged for possible infractions of the Honest Effort Rule and a ruling will be made to determine the result of this situation, which may be disqualification.

Improvements in an Athlete's/Team's time of more than 39.01% will be automatically disqualified for violation of the Honest Effort Rule.

Policy Statement: SPT – 28 Speed Skating

Pertaining to the 25 M and 55 M events, improvements in an Athlete's time from divisioning to finals of 20% or better will be automatically disqualified.

In all other events, improvement in an Athlete's time from divisioning to finals of 15% or better will be disqualified for violation of the Honest Effort Rule.

After Action Report

Alpine Skiing Notes:

There were no DQ's due to the Honest Effort Rule.

Cross-Country Skiing Notes:

There were no DQ's reported due to the Honest Effort Rule.

Floor Hockey Notes:

No teams were found in violation of the Honest Effort Rule. However, China was reported as an over aggressive team and had several team members ejected from a game. The suspensions of the athletes were due to the unsportsmanlike conduct violations.

Figure Skating Notes:

Not applicable.

Snowboarding Notes:

There were no DQ's reported due to the Honest Effort Rule.

Snowshoeing Notes:

The total number of DQ's for violation of the Honest Effort Rule was approximately fifty (50). This would have not been an issue if the coaches would utilize the Improved Performance Form.

Speed Skating Notes:

There was a decrease in the percentage of DQ's due to the Honest Effort Rule from the previous World Games in Japan. There were a total of fifteen (15) DQ's for violating the Honest Effort Rule, and another eleven DQ's due to fouling.

4.2 Procedures

- A. Access to the Blue Zone and Restricted Areas within the Blue Zone
- B. Announcements for Staging
- C. Improved Performance Time/Score
- D. Participation in the Divisioning Rounds
- E. Protests and Appeals
- F. Guest Involvement in Awards Ceremonies.
- G. Incorrect Award presented to the Athlete/s
- H. Presentation of Award due to an Athlete leaving Awards staging due for additional event
- I. Replacement of Lost Award
- J. Delay of Event/Competition
- K. Postponement of Event/Competition
- L. Cancellation of Event/Competition
- M. Athlete/Team No Show due to Games Related Issue
- N. Athlete/Team Blatant No Show
- O. Practice Equipment

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-A

Procedure Title: Process of access to the Athlete Zone and Restricted Areas within the Athlete Zone

Other FA s affected: All

DESCRIPTION / STANDARD PROCEDURE(S)

Proposal for 2009 Games:

Delegations: Members of this group will have notation on a credential pass. At the entry to an Athlete Zone, the notification will be interpreted as sufficient for access to be granted to the zone.

Event Services: At the entry to a restricted athlete area within that zone, the notation is TBD.

Sport Marshal: If the notation is present, access is granted.

Media: If an accredited member of the media wishes to gain access to the FOP, Media Services contacts the Sports Information Desk (SID) to inform that a member of the media wishes to gain access to the FOP. The SID checks if this is possible with the FOP Supervisor.

Sports Information Desk: Permission is granted or refused (working with Media Services to ensure that all agreements with right holders have been addressed). If granted, the member of the media is provided with a pass at the Media Check-In desk, which they must wear the pass at all times in conjunction with their credential.

Media Services: The FOP Supervisor nominates a Sports Volunteer to meet member of media at the Athlete Zone entry point. Media will be accompanied by Media Services volunteer, who will accompany them to designated area for photo / filming opportunity. The FOP Supervisor / Access Control personnel will check for the pass; access is granted if pass is presented.

Once complete with photo / filming, media member is accompanied out of Athlete Zone.

All Others: At entry to Athlete Zone, credentials and passes will be checked for notation. If it is confirmed, access will be granted. If it is deemed that the credential and /or pass are not correct for this access, they will be referred to the functional area that oversees the personnel asking for access and if appropriate and approved, their credential will be validated.

If they require access, due to a Games related function, they will be requested to secure the appropriate pass on approval of the Venue Director, Technical Delegate and Sport Commissioner. This will be facilitated by Information Services or Volunteer Services.

Volunteer Services / Information Services: At entry to restricted area in athlete zone, credentials and passes will be checked for notation.

Sport: If it is confirmed access will be granted.

Sport Delegations: When a member of this group wishes to gain access to the Athlete Zone, their credentials will be verified for notation, if appropriate.

Event Services: If it is confirmed access will be granted.

Media: If a member of the media wishes to gain access to the FOP the following is implemented; Media Services contacts SID via radio to inform that a member of the media

wishes to gain access to the FOP. The SID, via radio, informs the FOP Supervisor who nominates a Sports Volunteer to meet the member of media at the Athlete Zone. Media is accompanied to meet Sports Volunteer by Media Services volunteer and accompanies them to the designated area for photo / filming opportunity. Once complete, the media is accompanied out of Athlete Zone. All credentialed photographers and videographers will wear a pass provided by Media Services at Media Check-in Desk.

Event Services and Sports Operations will work together to ensure the implementation of this procedure.

After Action Report

General Information:

One major suggestion is to change the “Sports Information Desk” to “Coaches and Officials Area”. The title of “Sports Information Desk” created confusion regarding the general public, families, etc. This area, although in a restricted area, became a place that everyone tried to access due to the signage “Sports Information Desk”. The suggestion of “Coaches and Officials Area” would eliminate the confusion, and families would report to the Family Services Area for information, and the general public would access information from the “Information Services Area”.

There were MAJOR issues with the SOI media and Documentary Teams. These individuals were, in many cases, disruptive, disrespectful to volunteers/athletes/coaches, arrogant and did not follow procedures. This initiative needs evaluated and revisited – SOI must place restrictions upon the Documentary Teams and place serious ramifications upon these individuals when not adhering to the policies and procedures agreed upon between SOI and the GOC. (Note several times credentials were removed and other ramifications occurred with the SOI Documentary Teams.)

This group had no respect for the desires of the athletes and coaches, especially when given special access.

Recommendation: Credential the Documentary Team as regular media, have the understanding that at the venues, when special request are made by the Documentary Team – the requests are made through the Press Chief. If possible, the Venue Director and others will make accommodations for the Documentary Team with escorts provided.

Alpine Skiing Notes:

Family members are restricted from the Athletes Lounge.

Recommendation: Family Services to inform the families about restrictions at the competition venues.

Speed Skating Notes:

The Press Chief dealt with all issues we had with Media or Documentary Crews. The Press Chief handled all situations professionally and in a timely manner. Operations went as planned.

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-B

Procedure Title: Announcement for Staging

Other FA s affected: Sound Production

DESCRIPTION / STANDARD PROCEDURE(S)

Head of Delegation / Head Coach / athlete: Announcements will be made over the main public address system of the venue. The following announcements will be generally practiced for each sport, although some sports may adapt as appropriate with the timing of the announcements.

First call	30 minutes prior to starting time
Second call	15 minutes prior to starting time
Final call 1	5 minutes prior to starting time
Final call 2	0 minutes event currently staged

All announcements will be pre-scripted.

After Action Report

General Information:

Suggestion: Recruit individuals that speak multiple languages as announcers.

Alpine Skiing Notes:

There were no issues to report.

Cross-Country Skiing Notes:

This venue had the additional benefit of having an announcer that spoke multiple languages, and this was very much appreciated and also added to the “international flair”.

Figure Skating Notes:

Coaches were instructed in the Coaches Handbook to have athletes report could to the Athlete Warm-up Area forty-five (45) minutes prior to their scheduled event and athletes to report to the Athlete Staging Area within ten (10) minutes of their scheduled event.

Public address announcements are not commonly used at competitions unless an athlete has checked in for the day, but is not reporting to the Staging Area on time. No public announcements were necessary during the competition.

Floor Hockey Notes:

Announcements were made approximately fifteen (15) minutes before a scheduled game. Coaches were provided with schedules at the daily coaches meeting, SID, as well as sent to the accommodation sites.

Snowboarding Notes:

The announcements were made mostly over the radio system. All athletes resided in the Lounges when not competing, and were easily communicated with and escorted to the Staging Area at the appropriate times.

Snowshoeing Notes:

In addition to the announcements, postings regarding staging were made available at the entrance to the FOP.

Speed Skating Notes:

Please refer to section 3.2.26 for details.

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-C

Procedure Title: Entering an improved performance Time / Score / Level

Other FA s affected: None

DESCRIPTION / STANDARD PROCEDURE(S)

Head Coach / athlete: Head Coach or Athlete completes the Improved Performance Form and submits to the Sports Information Desk, with the Head Coaches' signature.

Head Coach: Sport Information Desk volunteers deliver form to the Competition Management Office.

SID: Improved Score is entered into GMS for finals event.

GMS Coordinators: Update GMS data and print out updated reports for distribution.

After Action Report

General Information:

Suggestion: The procedure and purpose of the Improved Performance Form must be stressed to the coaches along with a detailed explanation of the Honest Effort Rule and how the violations are interpreted.

Alpine Skiing Notes:

There were no submissions.

Cross-Country Skiing Notes:

There were no submissions.

Figure Skating Notes:

This is not applicable to Figure Skating.

Floor Hockey Notes:

This is not applicable to floor hockey; however, there were instances that coaches met with the Technical Delegate and Competition Committee to address circumstances regarding assigned divisions based upon the assessments.

Snowboarding Notes:

There were no submissions.

Speed Skating Notes:

There were minimal submissions as some delegations did utilize the procedure.

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-D

Procedure Title: Protesting ineligibility for finals rounds of competition

Other FA s affected: None

DESCRIPTION / STANDARD PROCEDURE(S)

Head Coach / athlete: Head Coach lodges a protest, on the Protest Form and submits to the Sports Information Desk within 30 minutes of completion of the event (or otherwise noted timeframe by the specific sport – as relating to International Federation rules).

Head Coach - Sports Specific Jury: Reviews the protest and approves or denies the protest.

Sports Specific Jury: If the athlete missed the divisioning event due to a Games related function, Competition Management will endeavor to fit the athlete(s) / team(s) into the schedule in the most appropriate division. This may include a one person heat.

Competition Management: If any athlete was disqualified in the divisioning round, the qualifying score / time from the C1 form, Athlete Registration or an improved score submitted by the Head Coach on the Improved Performance Form will be used to division the athlete for the finals round. Divisioning cannot be protested unless it has been misapplied.

After Action Report

Note: Alpine Skiing deviated from the general policy and used a fifteen minute timeframe for filing protests, as this was consistent with FIS Rules.

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-E

Procedure Title: Process regarding protests and appeals

Other FA s affected: None

DESCRIPTION / STANDARD PROCEDURE(S)

Delegations Protest form is completed and lodged within 30 minutes (unless otherwise dictated by the International Federation): with the following information:

- Date
- Time of submission
- Sport / Event / Age Group (if applicable) / Division
- Athlete's name and Delegation
- Reason for protest (cite the specific rule violation from the Official Special Olympics Winter Sports Rules 2008 or International Federation Rules)
- Signature of Head Coach or designated Registered Coach

Process for Protest: Head Coach submits the form at the Sports Information Desk. The Sports Information Desk personnel will notify the Sports Commissioner or the Technical Delegate. The Sports Commissioner or Technical Delegate notifies the Sports Specific Jury, which meets and either approves or denies the protest. This result is reported to the SID where the judgment is presented to the Head Coach.

Head Coaches that wish to appeal a denied protest will lodge that Appeal at the Sports Information Desk on the Appeal Form. The Appeal must include the reason for the appeal, as well as be submitted within 1 hour of the decision on the Protest.

Process for Appeal: The appeal is submitted to the SID. The SID notifies the Venue Director, and the Venue Director notifies the Sr. Director for Sports Operations, whom communicates to the Jury of Appeals. The Appeal must be submitted within 1 hour of the decision on the original Protest.

The Sr. Director of Sports Operations and the Jury of Appeals meet or conduct a conference call to rule on the appeal. The result is conveyed, in writing, to the Sports Specific Jury and the Head Coach is informed of result.

The Appeal Form will be scanned at the competition venue and emailed to the Games Command Center, as well as to each of the Games Jury of Appeals. The meeting will then commence once all members of the Jury of Appeals have been notified. Upon the decision of the Jury of Appeals, the decision and form will be scanned and emailed back to the Venue Director.

After Action Report

General Information:

There were no Appeals filed during the 2009 Games.

Alpine Skiing Notes:

There were two (2) protests filed and each was denied.

Cross-Country Skiing Notes:

No submissions were reported.

Figure Skating Notes:

There was one (1) protest was filed. This protest was filed by a parent and was in protest of the judges marks. Although protests filed from families are not permissible, the TD accepted the protest, marked it 'denied', signed the form and filed it appropriately.

Officially, no appropriate protests were filed.

Floor Hockey Notes:

There were five (5) protests filed. Each protest was pertaining to divisioning and / or official's judgment related issues; neither are viable reasons for protest and therefore were denied.

Speed Skating Notes:

There were three (3) protests filed. All were dealt with in the proper manner and all were denied.

Snowshoeing Notes:

There were approximately twenty (20) protests. Only one (1) of the protests was approved, as it related to an athlete running in the incorrect race. There were nineteen (19) protests denied, most of which were based upon equipment issues, official's judgment calls, divisioning and the Honest Effort Rule infractions.

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-F

Procedure Title: Guest Involvement in Awards Ceremonies

Other FA s affected: Honored Guest / VIP Services, Media Services, Sound Production

DESCRIPTION / STANDARD PROCEDURE(S)

Honored Guest Services will schedule Guests to be present for all Award ceremonies.

Honored Guest Services – Honored Guest Services will schedule Guests to be present for all Award ceremonies. Guest arrives at the venue and checks in at designated area. Guest Liaison notifies Awards Supervisor that guest is present.

Guest Liaison - Guest Liaison escorts the Guest, at the appointed time, to the Awards area. Awards Team coordinates the Guests involvement in the ceremony.

Awards Team - Following completion of the ceremony, a member of the Awards Team returns the Guest to Honored Guest Services.

After Action Report

General Information:

Having a list and protocol in place for acceptable presenters and contingency plans are developed when Guests are not present to participate in the presentations. Generally, Law Enforcement (uniformed officers), Facility personnel and others need to be available for presentations.

Cross-Country Skiing Notes:

Recommendation: Attempt to schedule presenters prior to the start of competition, which allows for evaluation of award ceremonies that need additional support for presenters.

Figure Skating Notes:

Several MVP and All Star Guests participated as Awards Presenters for the Awards Ceremonies. Additional attention to the event was drawn by the visit of the United States Vice President who presented awards for one (1) ceremony. Michelle Kwan and Scott Hamilton also served as Awards Presenters.

There were many Guests that participated as Awards Presenters. The central location of the competition venue and the close proximity to SOI's meeting and reception venue made the venue easily accessible.

Snowboarding Notes:

The Guest Program participants did not participate fully, with the exception of the first award ceremony, when it was a major media opportunity.

Speed Skating Notes:

Many MVP and All Star Guests served as Awards Presenters in the Award Ceremonies.

Note: The uniformed Law Enforcement officers were requested as presenters by the athletes.

Communication between the Guest Services Commissioner, Awards Commissioner, Family Services Commissioner and the Guest Liaison is crucial to the success of the event.

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-G

Procedure Title: Incorrect Award presented to Athlete(s) / Team(s)

Other FA s affected: Sound Production

DESCRIPTION / STANDARD PROCEDURE(S)

Head Coach - As soon as it is confirmed that an incorrect award has been presented, the Head Coach will be informed of the time of corrected presentation.

Athlete(s) / Team(s) - The athlete(s) / team(s) will report for the Awards presentation.

Awards Team - Presentation will occur. The result of the event will be corrected to show the appropriate place in all publications and final results.

Athlete(s) / Team(s) - The athlete(s) / team(s) will be awarded the appropriate medal for final placement, without request of initial award exchanged.

Awards Presentation – Sports Operations would desire to present to the athlete(s) / team(s) on the podium, but this will be left to the discretion of the Head Coach and athlete.

After Action Report

Alpine Skiing Notes:

There was one (1) presentation that was awarded incorrectly, due to a presenter placing the incorrect medal on an athlete.

Cross-Country Skiing:

There was one (1) presentation that was awarded incorrectly, due to a timing error.

Figure Skating Notes:

There were no issues relating to Figure Skating.

Floor Hockey Notes:

There were no issues relating to Floor Hockey.

Snowboarding Notes:

There were two (2) incorrect awards presented at the first awards ceremony due to incorrect staging. The athletes were re-awarded, but it resulted in an unfavorable athlete experience. The issue was addressed and immediately resolved.

Snowshoeing Notes:

There was one (1) incorrect presentation that occurred. It relates to a protest. The athlete should have received a fourth (4th) place ribbon, not a participation award. The coach was asked to bring the athlete back to the awards tent for an awards ceremony. The coach was pleased to give the medal to the athlete and not participate in an additional awards ceremony.

Speed Skating Notes:

In our very first award ceremony, an athlete won gold but was standing on the third place podium. When the placements were announced, the mistake was discovered. The athlete was given the Gold medal at that time, but was not on the First Place podium for the pictures. The coach was offered to re-medal the athlete in front of the next award ceremony which pleased the coach. However, the athlete won gold in the next distance and the coach decided it was not necessary to re-medal at that time.

Suggestion: This suggestion is recorded on behalf of the Speed Skating officials and Competition Committee. This suggestion is to revisit the Honest Effort Rule disqualification as it relates to Awards. In the interim, the TD suggests to increase the percentage difference for disqualification purposes.

PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-H

Procedure Title: Presentation of Award due to an athlete leaving Awards Staging for an additional event

Other FA s affected: Event Services

DESCRIPTION / STANDARD PROCEDURE(S)

Delegations - Award ceremony will take place as scheduled.

Awards Preparation - The athlete's award will be marked for presentation for a later time. The award form will be marked and kept at Awards for presentation.

Athlete Escort - On completion of the athlete's second event, the athlete will return to award staging for that presentation. Athlete Escorts will escort the athlete from the event to awards staging.

Awards Presentation - Awards presentation will go ahead as scheduled and the athlete will receive the outstanding presentation at the first available opportunity.

Head Coach - Should the athlete not be present for the outstanding award, the Head Coach may collect award from the SID the next day. The appropriate form must be signed upon receipt and credential verified.

After Action Report

Unless noted, there were no additional award ceremonies due to athletes leaving the staging area for another event.

Snowshoeing Notes:

This occurred one (1) time.

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-I

Procedure Title: Replacement of Lost Award

Other FA s Affected: Information Services

DESCRIPTION / STANDARD PROCEDURE(S)

Head of Delegation or the Head Coach reports lost award to the Sports Information Desk. The HOD or Head Coach fills out form at the SID with the following information:

- Athlete name
- Delegation
- Sport
- Event
- Result

Copy will be sent by SID to Results and to Awards for verification. Once confirmed, a duplicate award will be forwarded to SID for collection. The HOD or Head Coach will collect the appropriate award from the SID. The process will be completed within 24-hours of submission.

There is a limit of 1 replacement award per athlete, per event. If there are continuing requests from a delegation or coach, it will be addressed with the HOD for further discussions, to make ensure that this procedure is not being abused by any delegation. Regional Sports Directors may also be contacted regarding the delegation involved with continuous requests for replacement awards.

After Action Report

Unless noted, there were no issues reported.

Floor Hockey Notes:

This was reported once, as an award was lost by an athlete.

Snowshoeing Notes:

This was reported once, for a lost pin from a ribbon.

Speed Skating Notes:

This was reported once, for a lost pin from a ribbon.

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-J

Procedure Title: Delaying an Event / Competition

Other FA s affected: All

DESCRIPTION / STANDARD PROCEDURE(S)

Delegations Sports Technical Related: Delays of no more than 30 minutes will be made at the venue if the problem causing the delay is of a sports technical nature (i.e. equipment repair, lack of officials). The decision to delay and the new start time will be agreed with the Venue Director and communicated to the Venue Communication Center (VCC) and the Main Operations Center.

An announcement will be made at the competition venue.

Delegations Weather Related Delays - 30 minutes or less: Weather related delays of no more than 30 minutes will be made at the competition venue. Prior to making a decision, or within the first 30 minutes, the Venue Director, Sport Commissioner and Technical Delegate will have received a weather update from the Venue Communications Center. A request to delay the competition due to weather may come from the Sport Commissioner, Technical Delegate or Venue Director. The decision to delay and the new start time will be agreed and communicated to the Venue Communications Center, all functional areas, the Main Operations Center.

An announcement will be made at the competition venue.

Games Related Delay: A No Show at a competition will not cause a delay to that competition.

After Action Report

Unless noted, there were no issues reported.

Alpine Skiing Notes:

There was one (1) postponement, and was due to weather. There was major fog during the completion of the divisioning portion of the event. When available, athletes take two runs on the course and these are calculated for final divisioning. The postponement was regarding the second run (which eventually was cancelled).

Speed Skating Notes:

There was one (1) minor delay. This occurred for 10-15 minutes due to a power surge. The technology personnel fixed the problem immediately and competition resumed.

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-K

Procedure Title: Postponement of Event / Competition

Other FA s affected: All

DESCRIPTION / STANDARD PROCEDURE(S)

A competition should not be postponed for sports technical or weather related issues without first being delayed a minimum of 30 minutes. Ongoing monitoring will take place in 15 minute increments after the original 30 minutes.

After 30 minutes, the potential postponement of the event should be discussed between the Venue Director, Sport Commissioner and Technical Delegates.

If the decision is made to postpone the event (can be made after 30 minutes but less than 2 hours after the original delay), the Main Operations Center should be consulted immediately to seek approval.

Once a confirmation has been given from the Main Operations Center, the Venue Communications Center and all functional areas are informed.

If the decision is not to postpone, the ongoing monitoring should take place up to a maximum of 2 hours after the scheduled event time. At that time, if it has not been possible to hold the event, the Main Operations Center should be notified and approval of postponement should be requested.

If a postponement has been approved, rescheduling of the competition will be made with consideration to the overall Games Schedule. If it is a divisioning round, it will be implemented on a sport by sport basis. Coaches will have the opportunity to submit an improved score / time for the final round. If it is a finals round, the Venue Director, Sports Commissioner and Technical Delegate will endeavor to fit the athletes(s) / team(s) into the schedule in the most appropriate division. This may include a one-person heat.

After Action Report

Note: There was only one (1) postponement at the Games. This occurred at Alpine Skiing, and was due to weather. There was major fog during the completion of the divisioning portion of the event. When available, athletes take two runs on the course and these are calculated for final divisioning. The postponement was regarding the second run (which eventually was cancelled).

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-L

Procedure Title: Cancellation of Event / Competition

Other FA s affected: All

DESCRIPTION / STANDARD PROCEDURE(S)

Cancellation of Divisioning Rounds: If a divisioning round (non-medal) is cancelled by the Technical Delegate and Sport Commissioner in consultation with the Venue Director and the Main Operations Center, the Head Coaches are given the opportunity to use an athletes registered score / time / level or Head Coaches are given the opportunity to submit an improved score / time / level for the finals competition, and the finals progress.

Cancellation of a Final Round: If a medal round is cancelled by the Technical Delegate and Sport Commissioner in consultation with the Venue Director and the Main Operations Center, the event is cancelled entirely. This is done in consultation with the Games Rules Committee and the Main Operation Center.

With cancelled events in the final rounds, if an athlete / team participated in the assessments / divisioning rounds, the athlete / team will receive a Participation Ribbon for the efforts and participation in the event. However, an athlete / team did not participate in the assessments / divisioning rounds and submitted an improved time / level / score, the athlete / team will not receive a Participation Ribbon – as there was not participation in the event at any time.

After Action Report

There was only one (1) cancellation at the Games. This occurred at Alpine Skiing, and was due to weather. There was major fog during the completion of the divisioning portion of the event. When available, athletes take two runs on the course and these are calculated for final divisioning. The cancellation was regarding the second run.

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-M

Procedure Title: Athlete(s) / Team(s) No Show due to Games Related Issue

Other FA s affected: Sound Production, Event Services

DESCRIPTION / STANDARD PROCEDURE(S)

Announcer will confirm the presence / non-presence of Delegation at the venue by requesting verification through the Competition Staging area. The Head Coach will be instructed to report to the Competition Staging area. This will also be verified from check-in of Delegations for competition through the SID.

Competition Staging will complete the check-in process and time and will call to event continuation.

The final call for the athlete(s) / team(s) will be made. Once the athlete(s) / team(s) have missed the final call, and have not reported to staging, Competition Management will follow International Federation rules and procedures.

If an athlete / team is not present, and has missed the event due to a Games related function / issue, Competition Management will endeavor to fit the athlete(s) / team(s) into the schedule in the most appropriate division. This may include a one person heat.

After Action Report

There were no instances of “No Shows” at the competition venues.

2009 SOWWG PROCEDURE

Lead Functional Area: Sports Operations

Procedure Number: SPT-N

Procedure Title: Athlete(s) / Team(s) Blatant No Show

Other FA s affected: Sound Production, Event Services

DESCRIPTION / STANDARD PROCEDURE(S)

Announcer will confirm the presence / non-presence of Delegation at the venue by requesting Team to report to Competition Staging. Head Coach will report to Competition Staging. This will also be verified from check-in of Delegation for competition at the SID.

Final call for the athlete(s) / team(s) will be made. Once the athlete(s) / team(s) have missed the final call, and have not reported to Competition Staging, Competition Management will follow International Federation rules procedures.

If athlete(s) / team(s) miss a divisioning round other than due to a Games related function, the athlete(s) / team(s) may not participate in the final round.

Where it is apparent that there is a continued blatant No Show from a particular Delegation, the Regional Sports Director will be requested to make contact with that Delegation for verification.

After Action Report

Unless noted, there were no issues reported.

Snowshoeing Notes:

There were no shows due to issues with accommodations (possibly the Romanian delegation) – no further details are available.

6 Appendices

6.1 Equipment List

After Action Notes:

Equipment lists were submitted separately to SOI.

6.2 Overview by Sport

Alpine Skiing

Category 1

Super Glide, Glide, 10 Meter Walk

Category 2

Novice Super G, Novice Giant Slalom, Novice Slalom

Category 3

Intermediate Super G, Intermediate Giant Slalom, Intermediate Slalom

Category 4

Advanced Super G, Advanced Giant Slalom, Advanced Slalom

Cross-Country Skiing

Category 1 Classical Technique

50 Meter Race Classical Technique, 100 Meter Race Classical Technique

Category 2 Free Technique

500 Meter Race Free Technique, 1 Kilometer Race Free Technique,
3 Kilometer Race Free Technique, 4 X 1 Kilometer Relay Free Technique

Category 3 Classical/Free Technique

3 Kilometer Race Classical Technique, 3 Kilometer Race Free Technique,
5 Kilometer Race Classical Technique, 5 Kilometer Race Free Technique,
7.5 Kilometer Race Free Technique, 10 Kilometer Race Free Technique,
4 X 1 Kilometer Relay Free Technique

Figure Skating

Singles Level 1, 2, 3, 4, 5 and 6

Pair Skating Level 1 and 2

Ice Dancing Level 1, 2 and 3

Ice Dancing Team Level 1, 2 and 3

Unified Sports Pairs Skating

Floor Hockey

Team Competition (Male and Female)

Unified Sports Team Competition

Snowboarding

Category 1

Novice Giant Slalom, Novice Slalom, Novice Super Giant Slalom

After Action Report

NOTE: A new event had to be created for the Bharat delegation, as the athletes were not trained in the sport. The new event was the Glide.

Category 2

Intermediate Giant Slalom, Intermediate Slalom, Intermediate Super Giant Slalom

Category 3

Advanced Giant Slalom, Advanced Slalom, Advanced Super Giant Slalom

Snowshoeing

Category 1

25 Meter Race, 50 Meter Race

Category 2

100 Meter Race, 200 Meter Race, 400 Meter Race, 4 X 100 Meter Relay, 4 X 400 Meter Relay

Category 3

200 Meter Race, 400 Meter Race, 800 Meter Race, 4 X 100 Meter Relay, 4 X 400 Meter Relay

Category 4

800 Meter Race, 1600 Meter Race, 5 Kilometer Race, 4 X 100 Meter Relay, 4 X 400 Meter Relay

Speed Skating

Category 1

25 Meter Straight-away Race, 50 Meter Half Lap Race, 111 Meter Race

Category 2

111 Meter Race, 222 Meter Race, 333 Meter Race

Category 3

222 Meter Race, 333 Meter Race, 500 Meter Race

Category 4

333 Meter Race, 500 Meter Race, 777 Meter Race

Category 5

500 Meter Race, 777 Meter Race, 1000 Meter Race

Category 6

777 Meter Race, 1000 Meter Race, 1500 Meter Race

General Information

1. Athletes must participate in only one sport.
2. Athletes must be entered in events that are appropriate for their level of training.
3. It is expected that all Athletes be well trained in order to achieve consistent results between their divisioning round and final competition. Poor training or preparation will not be considered an acceptable excuse for variations in performance. The integrity of the divisioning process can be adversely affected by both poor Athlete training and lack of honest effort. If we do not do our best to

uphold the integrity of the divisioning process those, Athletes who abide by the rules and train properly are unfairly penalized.

4. Athletes must be trained on the appropriate field of play surface prior to the divisioning/assessment process.
5. Head Coaches are responsible for assuring that the reported assessments and divisioning times / scores / measurements for their Athletes accurately reflect the ability of the Athlete/s. If for any reason the Head Coach does not consider this assessment or time/measurement correct, it is their responsibility to notify Competition Management within the designated time period.
6. If it has been determined by the competition management jury that an Athlete or team has not competed with maximum effort in preliminary and/or divisioning rounds with the clear intent to gain an unfair advantage in the divisioning process, sanctions will be imposed on the Athlete/team/coach. Sanctions may include adjusted division placement, final placement or disqualification. Sport specific details related to implementation of the Honest Effort Rule will be published in the coaches' handbook.
7. It is the policy of Special Olympics for its Accredited Programs to participate in all training and competition in the spirit of respect and sportsmanship. A refusal by an Athlete or a team to compete or participate in any Special Olympics Games event based on race, gender, religion, national origin, geography, political philosophy, or any similar reason violates the principles of Special Olympics and is unacceptable. An Athlete or a team that refuses to compete at any Special Olympics Event for any such reason shall be ineligible to compete further and will be asked to leave the Event.
8. The competition rules adopted by the International Sports Federation and Special Olympics, Inc. as of 31 January 2008, will govern competition at the 2009 Special Olympics World Winter Games. The International Sport Federation competition rules shall be employed except when in conflict with the Official Special Olympics Sports Rules. In such cases, the Official Special Olympics Sports Rules shall apply. Special Olympics rules can be found at www.specialolympics.org
9. It is expected that all Head Coaches attending World Games be knowledgeable about Special Olympics rules and International Sport Federation rules.
10. It is mandatory that all Athletes arrive in Boise, Idaho properly equipped for the Games.
11. There shall be no advertising on the competition uniform. Please refer to General Rules Section 4.08
“The only commercial markings which may be displayed on Athletes’ uniforms during Games competitions are the normal commercial markings of the manufacturer. On larger clothing items, such as shirts, jackets, pants, jerseys, and sweatshirts, one continued logo or commercial name per clothing item is permissible, if that name or logo display does not exceed an area of six square inches or 38.7 square centimeters (such as a display measuring 2" x 3" or 5.08 cm x 7.62 cm); (2) On small clothing items, such as caps, socks, hats, gloves and belts, one logo or commercial name per clothing item is permissible, if that name or display does not exceed an area of three square inches or 19.35 square centimeters; and (3)* On athletic shoes, no logos or commercial names are permissible except for names or logos

which are included by the manufacturer on athletic shoes which are sold to the general public”.

12. All Delegations must adhere to the sport specific category distribution. The process will be conducted under the guidance and direction of the Regional Sports Director.
13. Delegations must abide by their quota confirmation numbers.
14. Special Olympics, Inc. and the GOC reserve the right to cancel a sport specific event due to insufficient registration.

Alpine Skiing

1. Category Event Selection

Category 1

Super Glide, Glide, 10 Meter Walk

Category 2

Novice Super G, Novice Giant Slalom, Novice Slalom

Category 3

Intermediate Super G, Intermediate Giant Slalom, Intermediate Slalom

Category 4

Advanced Super G, Advanced Giant Slalom, Advanced Slalom

2. Registration Instructions

- An Athlete is restricted to participation within one category as outlined above.
- Athletes registered for alpine skiing may enter all three (3) events within their category.
- A category is selected from previous competition experience.

3. Sport Uniform/Equipment

- A helmet appropriate for alpine ski racing is required for all competitors in the Slalom, Giant Slalom and Super G, Super Glide and 10 Meter Walk and in all training.
- Skiers are required to have their own skis, boots, ski poles and appropriate ski racing attire to include: hat, gloves, goggles, race uniform, other ski related clothing, gate protection (shin guards) and any equipment that may be necessary for a physical handicap, (i.e. mono ski, bi ski). The Games Organizing Committee will not provide tethers. If tethers are needed, it is the responsibility of the delegation.

4. Points of Emphasis – Rules Conditions

- Athletes are required to run preliminary (divisioning) and final competition race runs in the same attire for consistent times.

- All Athletes will be assessed on the first day. Athletes will be moved to the appropriate ability venue, if necessary.

Cross-Country Skiing

1. Category Event Selection

Category 1 Classical Technique

50 Meter Race Classical Technique, 100 Meter Race Classical Technique

Category 2 Free Technique

500 Meter Race Free Technique, 1 Kilometer Race Free Technique,
3 Kilometer Race Free Technique, 4 X 1 Kilometer Relay Free Technique

Category 3 Classical/Free Technique

3 Kilometer Race Classical Technique, 3 Kilometer Race Free Technique,
5 Kilometer Race Classical Technique, 5 Kilometer Race Free Technique,
7.5 Kilometer Race Free Technique, 10 Kilometer Race Free Technique,
4 X 1 Kilometer Relay Free Technique

2. Registration Instructions

- An Athlete is restricted to participation within one category as outlined above.
- An Athlete may enter a maximum of three (3) events: two (2) individual and one (1) relay.
- Athletes registered in category 2 and 3 may enter one (1) relay. The relay may be a composite of Athletes from Categories 2 and 3.

3. Sport Uniform/Equipment

- Athletes must bring their own skis, poles, boots, bindings, uniforms, eyewear, and weather protective wear – which must comply with International Ski Federation (FIS) rules.
- Ski length (according to FIS rules) - Minimum: Height of skier minus 100mm
- Ski width (according to FIS rules) - The minimum is 40mm.
- Tip (according to FIS rules) - The minimum shovel curvature is 30mm.
- Ski poles. Athletes must use 2 poles of equal length. The poles may not be taller than the competitor and must be at least reach the competitor's hips. Poles may not be telescopic and the grips must be affixed to the shaft.

Figure Skating

1. Level Event Selection

Athletes are permitted to take part at these events as follows:

Singles	Levels I-VI
Pair Skating	Levels I-II
Unified Pair Skating	Levels I-II
Ice Dancing Solo	Levels I-III

Ice Dancing Team Levels I-III

Skaters may enter up to two (2) events. These events must fall on the same horizontal line on the chart below:

Singles I					
Singles II	Pairs/Unified I		Ice Dancing I, Solo/Team		
Singles III	Pairs/Unified I		Ice Dancing I, Solo/Team	Ice Dancing II, Solo/Team	
Singles IV		Pairs/Unified II		Ice Dancing II, Solo/Team	Ice Dancing III, Solo/Team
Singles V		Pairs/Unified II			Ice Dancing III, Solo/Team
Singles VI		Pairs/Unified II			Ice Dancing III, Solo/Team

Examples: A *Singles Level I* skater may not enter any other event.

A *Pairs/Unified Level I* skater may enter Ice Dancing I or II, Solo/Team or Singles II or III.

A *Singles Level III* skater may enter Pairs/Unified I, Ice Dancing I or II, Solo/Team.

2. Registration Instructions

- An Athlete is restricted to participation within one level as outlined above.
- An Athlete may enter up to a maximum of two (2) events.
- Unified Sports® partners may only compete with 1 Athlete.
- Athletes (not partners) participating in Unified Sports® Pair Skating may also participate in traditional singles events if the schedule permits.
- Registered coaches may not participate as a Unified Sports® Partner at the Games.

3. Sport Uniform/Equipment

- Athletes are required to bring their own skates and attire, which must comply with International Skating Union (ISU) rules.
- Females are to wear a simple, fitted figure skating dress, skirt or jumper with turtleneck and/or sweater. Sheer to waist pantyhose or tights, undergarments are not to be visible.
- Males are to wear simple fitted pants (stretch material and plain color preferred), a long sleeve sweater and/or turtleneck. No sweat pants allowed.
- Athletes are required to wear clean and polished figure skates with laces tucked in.
- Skate guards are recommended.

4. Points of Emphasis – Rules Conditions

- The size of the ice that will be used for the competition is 25.9 meters x 60.9 meters.

- Event Judging

All events will be judged in accordance with the 6.0 Judging System - (OBO) as prescribed in ISU Regulation 2002, Rules 353-357. Visit www.2009WorldGames.org / Sports & Competition / Figure Skating for these rules.

Competition officials will be selected in accordance with Special Olympics International criteria.

- Events will be comprised of the following programs:

- **Singles, Pairs and Unified Pairs Events**

- Compulsory Elements
- Freestyle

- **Ice Dancing Solo and Team Event**

- Compulsory Dance
- Dance Sequence
-

- No initial rounds will be skated.
- Events with more than eight (8) entries will be split into multiple groups based on age.
- Singles and Solo Dance events may be skated with more than six (6) skaters per warm up group. Pairs and Team Dance events will not exceed five (5) pairs or teams per warm up group.
- Two entries in a group will constitute an event. If only one entry is received in an event and it is determined that division based on gender, age and ability level is not in the best interest of the skater(s), the skater(s) will compete against the rulebook standard (Against the Rule Book).
- All events will be judged in accordance with the 6.0 Judging System - (OBO) as prescribed in ISU Regulation 2002, Rules 353-357. Visit www.2009WorldGames.org / Sports & Competition / Figure Skating for these rules.
- One award will be given for each combined program event.
- Skaters must skate Special Olympics Winter Sports Rules, January 2008 elements.
- This competition will be governed by the International Skating Union and Special Olympics Winter Sports Rules for Figure Skating, Revision: January 2008 except as modified by this announcement.
- Event Details
Refer to Special Olympics Winter Sports Rules, Revision: January 2008, Section E, pages 3-15, for all required elements for each event.
- Clarification of Ice Dancing Event – The Ice Dance events will be classified as Solo or Team within each level offered. The Ice Dance Event consists of two (2) programs:

1. Compulsory Dance – Skaters are required to perform a prescribed dance.
 - a. Level I – Canasta Tango
 - b. Level II – Cha Cha
 - c. Level III – Hickory Hoedown

 2. Dance Sequence – Skaters should skate a self-created composition of the sequences of the required Compulsory Dance. Skating the same Compulsory Dance is permitted for the Dance Sequence Program.
- Starting Orders
 1. Starting Order for Compulsory Element and Compulsory Dance Program
 - a. The draw for the starting order of all Compulsory Programs will be made by the Referee. If the Referee is not present, the Assistant Referee, Technical Delegate or member of the organizing committee will conduct the draw. The draw should take place, if possible, on or before the day prior to the start of competition.

 2. Starting Order for the Freestyle and Dance Sequence Programs
 - a. The starting order of competitors is determined from the result of the Compulsory Program.

 - b. As soon as possible after the determination of the results of the Compulsory Program, the Referee shall divide the skaters into two groups. If the number of competitors is not equally divisible, the second group must contain one more competitor, pair or team than the first group.

The lowest placed group must skate first. If two or more competitors, pairs or teams are tied for the same place, they shall be drawn in the same group.

The order of skating in each group shall be determined by lot and each athlete, pair or team shall be drawn in the order of placement in the Compulsory Program. That is, with the best placed competitor(s) being drawn first and including those tied. The order of the draw between tied competitors shall first be determined by a separate draw prior to the main draw. The Referee will conduct the draw, with the assistance of the Assistant Referee, Technical Delegate or member of the organizing committee. Present SOOPA Official(s) will open the draw and pull the starting numbers.

Floor Hockey

1. Category Event Selection

Male Team Competition
Female Team Competition
Unified Sports® Team Competition

2. Registration Instructions

- There will be no 8-15 age group/division at the 2009 Special Olympics World Winter Games.

- Maximum team size = 16 players.
- Minimum team size = 12 players.
- Teams must submit Individual Skills Competition scores for each player as well as the overall team score (Form D).
- Teams may include both female and male members, but they will compete in the male division.
- An Athlete is restricted to participation within one division category as outlined above.
- Delegations with more than one team must designate a different Head Coach for each team. Registered coaches may not participate as a Unified Sports® Partner at the Games.

3. Sport Uniform/Equipment

- The goalkeeper must wear a helmet with a face mask and protective gloves. The goalkeeper will be allowed to wear regulation-size ice hockey goalkeeper pads and gloves or some reasonable facsimile thereof. The leg guards worn by goalkeepers must not exceed 31 cm (12") in extreme width when on the leg of the player.
- All other players are required to wear a helmet with a full face mask or protective cage (that surrounds the face and securely attaches to the helmet). Protective gloves are highly recommended but are not mandatory.
- Soccer/roller hockey style shin guards are required to ensure safety.
- Each team is required to provide their sticks for use during play.
- All players are required to wear proper running/athletic shoes while on the playing surface.
- The uniforms (jerseys/shirt and pants/shorts) must be the same colors and designs for all team members.
- It is recommended that each team have two sets of solid colored jerseys/shirts: a light-colored set when designated "home team," and a dark-colored set when designated "visiting team."
- The 15 – 20 cm (6-8") numbers must appear on the back of jersey/shirt, no two players can have the same number.
- Sticks, other than the goalkeepers', must be rods or dowels made of wood and/or fiberglass. The non-handle end of all sticks must be rounded-off. The stick must be between 7.5 cm and 10 cm in circumference and 90 cm and 150 cm in length. No tape, string, or other object is allowed that will increase the diameter on the bottom of the stick.
- The goalkeeper's stick is optional, but if used, shall be a regulation ice hockey goalkeeper's stick. The blade must not exceed 8.9 cm (3") in width except at the heel where it must not exceed

11.4 cm (4”) in width. The goalkeeper’s stick must not exceed 39.3 cm (15”) in length from the heel to the end of the blade.

Snowboarding

1. Category Event Selection

Category 1 Novice Super Giant Slalom, Novice Giant Slalom, Novice Slalom

After Action Report:

The Glide event was added to the Games for the Bharat delegation, as the athletes were not trained to compete in the sport.

Category 2 Intermediate Super Giant Slalom, Intermediate Giant Slalom, Intermediate Slalom

Category 3 Novice Super Giant Slalom, Novice Giant Slalom, Novice Slalom

2. Registration Instructions

- An Athlete is restricted to participation within one category as outlined above.
- Athletes registered for snowboarding may enter all three (3) events within their category.
- A category is selected from previous competition experience.

3. Sport Uniform/Equipment

- A helmet appropriate for alpine ski racing shall be required on all competitors in the Slalom, Giant Slalom and Super Giant Slalom. Helmets are also required during all training.
- Athletes are required to have their own snowboards.
- Snowboards must meet the international federation standards (FIS).
- Coaches are now required to wear helmets while in the field of play area.

Snowshoeing

1. Category Event Selection

Category 1 25 meter race, 50 meter race

Category 2 100 meter race, 200 meter race, 400 meter race, 4x100 meter relay, 4 x 400 meter relay

Category 3 200 meter race, 400 meter race, 800 meter race, 4 x 100 meter relay, 4 x 400 meter relay

Category 4 800 meter race, 1600 meter race, 5 kilometer race, 4 x 100 meter relay,
4 x 400 meter relay

2. Registration Instructions

- An Athlete is restricted to participation within one category as outlined above.
- An Athlete may enter a maximum of three (3) events: two (2) individual and one (1) relay.
- The relay team may be a composite of four (4) different Athletes from Categories 2, 3 or 4.
- Entry times are required for all Athletes.
- Entries to the 25m race must be above 12 seconds
- Entries to the 50m run must be above 25 seconds.

3. Sport Uniform/Equipment

- Athletes are required to bring their own snowshoes that meet Special Olympic standards. Snowshoes shall have frames with at least 2 points on them a minimum of 20.5 apart (width) and at least 2 points on them a minimum of 64 cm apart (length). These measurements are taken in 2 straight lines in 2 perpendicular dimensions. Athletes should wear the same style, brand, type, size (or pair) of snowshoes throughout this competition.
- All snowshoes will be measured and checked prior to each event.
- Athletes must have their own clothing suitable for all possible weather conditions.
 - ⇒ Clothing should consist of long sleeved tops and long pants that fully cover the arms and legs.
 - ⇒ Ear coverings and warm hats may be required if the wind chill dips to below 15° C.
 - ⇒ Gloves or mittens are required. Eyewear (tinted/un-tinted glasses and/or goggles) to protect eyes from falling/flying snow is strongly suggested.
 - ⇒ Coaches should be aware that the average temperature at Sun Valley is -1.3°C (29.7°F).

4. Points of Emphasis – Rules Conditions

- Athletes cannot be physically assisted or aided by anyone else during their competition. Pacing of Athletes, unsportsmanlike behavior, and/or intentional physical interference will also result in disqualification.
- Pacing is defined as moving along with, ahead of, just behind or next to an Athlete for more than 3 meters by one individual at one time. This movement is not allowed on the course or within 20 meters of the edge of the course.
- Each competitor on a relay team must complete one-fourth of the distance of the total relay. No competitor may complete more than one leg of any one relay. Any team with fewer than 4 competitors must forfeit.

Speed Skating

1. Category Event Selection

Category 1	25 meter race, 55 meter race, 111 meter race
Category 2	111 meter race, 222 meter race, 333 meter race
Category 3	222 meter race, 333 meter race, 500 meter race
Category 4	333 meter race, 500 meter race, 777 meter race
Category 5	500 meter race, 777 meter race, 1000 meter race
Category 6	777 meter race, 1000 meter race, 1500 meter race

2. Registration Instructions

- An Athlete is restricted to participation within one category as outlined above.
- An Athlete may enter a maximum of three (3) events.
- Athletes participating in Category 1 must register for consecutive distances. For example, an athlete may register in the 25m and 55m NOT the 25m and 111m.
- Entry times are required for all Athletes.
- Training Effective Groupings for Special Olympics Speed skating
 - ⇒ 111m, 222m, 333m events: For skaters with an average lap time of 40 to 54 seconds.
 - ⇒ 222m, 333m, 500m events: For skaters with an average lap time of 30 to 39 seconds.
 - ⇒ 333m, 500m, 777m events: For skaters with an average lap time of 25 to 29 seconds.
 - ⇒ 500m, 777m, 1000m events: For skaters with an average lap time of 19 to 24 seconds.
 - ⇒ 777m, 1000m, 1500m events: For skaters with an average lap time of 15 to 18 seconds.

3. Sport Uniform/Equipment

- Athletes **MUST** bring their own speed skates, protective gear and uniform, which must comply with International Skating Union (ISU) Rules.
- “Klap style” speed skates may **NOT** be used. The use of figure skates is prohibited.
- All Athletes **MUST** wear:
 - ⇒ Safety type headgear, which is in compliance with the current ASTM standard. Helmets must have a regular shape and may not have protrusions.
 - ⇒ Cut resistant neck protector
 - ⇒ Gloves or mitts
 - ⇒ Shin protection

- ⇒ Long sleeved and long legged clothing
- ⇒ Padded or hard shell knee protection

4. Points of Emphasis – Rules Conditions

- A starter's gun will be used to start the races – please prepare Athletes for this component of the competition.

6.3 Forms

- Proposed Rule Change Form (For SOI purposes only – not for consideration for the 2009 Games. Any submitted rule changes will be collected by the GOC and sent to SOI for consideration for inclusion for future Special Olympics competitions.)
- Protest Form
- Improved Performance Request Form
- Replacement Award Form
- Equipment Check In / Out Form
- Sport Commissioner Daily Report to Sport Headquarters
- Daily Team Briefing Template
- Call Log to Sport & Competition Headquarters

Proposed Rule Change Form

Name of Sport:

Mail form to:

Sports Rules Committee
Special Olympics, Inc
1133 19th Street, N.W.
Washington, DC 20036
USA

Fax: +1 (202) 824-0200

Official Special Olympics Sports Rules, 2008

Article:

Section:

Rule Number:

Page Number:

Recommendation (Place X by the action needed)

- Delete Rule
- Add new rule
- Change to read as follows

Proposed by National/US Chapter Program:

Contact Name:

Address

Daytime telephone number:

(For Rules Committee Use Only)

Approved as Proposed

Not Approved

Refer for Further Study

PROTEST FORM

International Federation procedures for protests and appeals shall be used for all international competitions. Where such procedures do not exist, the following process shall be employed.

This form must be submitted to the Sport Specific Jury no later than 30 minutes after the conclusion of the event being protested.

Date: _____

Time Submitted: _____

Sport: _____ Event: _____ Division: _____

Delegation Name: _____

Athlete's Name: _____

Bib Number: _____

Reason for Protest (must cite the rule number that has been violated; no judgment calls):

Signature of the Sport Head Coach: _____

.....
Explanation from the Jury (may submit attachment if necessary):

Please check only one: Protest Approved Protest Denied

Signature of Technical Delegate: _____

Time: _____

2009 SPECIAL OLYMPICS WORLD WINTER GAMES - UNIFIED SPORTS COMPETITIONS

CODE OF CONDUCT

It is critical that Unified Sports teams competing at the 2009 Special Olympics World Winter Games understand and abide by Special Olympics Unified Sports rules, philosophy and intent. To ensure that the Special Olympics Unified Sports program continues to grow and that Programs and spectators see the correct presentation of unified competition, the following must be adhered to, understood and implemented by Programs sending teams to compete in Unified Sports at the 2009 Games.

1. Unified Sports teams shall be made up of athletes with intellectual disabilities and athletes without intellectual disabilities (partners) whom are similar in age and ability.
2. No player shall be selected for a team who has an ability level that is significantly higher or lower than other players on the team.
3. The composition of a Unified Sports team shall not include players, who because of their disproportionate ability level to their teammates, are able to dominate play, exclude other teammates from contributing to the success of the team, or present a health and safety risk on the field of play.
4. Coaches registered at the 2009 Special Olympics World Winter Games, or otherwise, may not participate as a partner in any Unified Sports team.
5. The intent of Unified Sports is to give Special Olympics athletes an opportunity to compete successfully, safely and meaningfully, side by side and without accommodation by other team members of the same skill level of their peer athletes, without intellectual disabilities.
6. While there are specific rules governing the number of Unified Sports Athletes and Partners required during competition, it is also recommended to maintain a proportionate number of Athletes and Partners on the overall roster (as close to 50/50 as possible).

I have read the above memorandum and pledge that I have created our team in accordance with the Special Olympics Unified Sports program model. I understand the rules, philosophy and intent of this program and pledge to abide by these guiding policies and principles.

Signature of Head Coach: _____

Unified Sports Team and Name of Sport: _____

Signature of Head of Delegation / Delegation: _____

Failure to adhere to the required team composition during competition may result in a forfeit.

Improved Performance Request Form

This form should be submitted by the sport specific Head Coach for any request to improve an athlete's score / time following divisioning. To be considered, it should be submitted within 30 minutes of the divisioning event.

Sport: _____ **Event:** _____

Athlete Name: _____

Delegation Name: _____

Athletes previous score/time _____

Divisioning score/time _____

Reason for request _____

Signed : Head Coach _____

Time of Request _____

Request Agreed _____

Request Denied _____

Signed / Title of Signee _____

Replacement of Lost Awards Form

Delegation: _____

Sport: _____

Event: _____

Athlete Name: _____

Award Lost: _____

Head Coach Name: _____

Location Lost: _____

Current Date/Time: _____ / _____

Head Coach Signature: _____

Equipment Check-In / Out Form

Competition Venue: _____

Sport: _____

Date: _____

Equipment In / Out: _____

Charge / Cost: _____

Sport Commissioner / Sports Equipment Supervisor:

Report Completed By: _____

Time: _____

Email To: _____

Total pages: _____

(Report to be submitted to your Venue Director, sent by email or fax to your Functional Area Headquarters, and saved in the relevant Functional Area folder each day)

DAILY TEAM BRIEFING TEMPLATE

INTRODUCTIONS

Please put your mobile phone on silent or vibrate mode and hold questions and comments until the end of the briefing.

DAY/DATE CONTEXT:

WEATHER:

COMMENTS ON PREVIOUS DAY(S):

TO-DAY S ACTIVITY:

MAJOR OPERATIONAL CHANGES:

TODAY S GOAL(S):

REMINDERS:

QUESTIONS and ANSWERS:

(RECOMMENDED 5 MINUTES MAXIMUM)

7.1 Job Descriptions

- Technical Delegate and Assistant Technical Delegate (SOI appointed volunteer position)
- Venue Director (Venue Directors serve as the paid staff from the GOC and also serves as Sport Director)
- Sports Commissioner (GOC volunteer)
- Officials Supervisor
- Staging Supervisor
- Athlete Escort
- Sport Information Desk Coordinator
- Games Management System (GMS) Coordinator
- Result Coordinator
- Volunteer Coordinator Sport

Technical Delegate - Job Specification

The volunteer Technical Delegate (TD) and Assistant Technical Delegates shall represent Special Olympics, Inc. (SOI) as the key sport advisor for a specific sport and shall be responsible for ensuring that the Games Organizing Committee (GOC) of the 2009 Special Olympics World Winter Games correctly interprets, implements and enforces Special Olympics Sports Rules and modifications, the rules of the relevant International Sport Federation and current rule changes. The TD shall advise the GOC Sport Manager on the technical requirements of the specific sport to ensure a safe, quality and dignified sports environment.

The 2009 Special Olympics World Winter Games will take place in Idaho, USA from February 6 through February 13, 2009.

The 2008 Special Olympics Invitational Games will take place in Idaho, USA from February 25 through February 28, 2008.

Key Duties and Responsibilities - General

- Serves as the key sport advisor regarding all sport specific questions and issues (i.e. rules, divisioning, sport equipment, uniform requirements and sport venue specifications).
- Assumes the same roles of responsibilities during the 2008 Pre-Games as during Games time and after Games time as outlined in remainder of this document.
- Evaluates Pre-Games at the World Games host site.
- Respectfully abides by the established communication guidelines and written reporting systems set forth by SOI and the GOC.
- Represents SOI in a professional manner at all times.
- Failure to do so will result in dismissal.
- Consistently and faithfully prepares for and participates in official meetings and functions.

Expenses

SOI shall reimburse necessary and reasonable out of pocket expenses including equipment, travel (economy class) and supplies approved in advance by SOI. SOI shall not be responsible for any time missed from the technical delegates employment. SOI and / or the GOC shall provide accommodations, meals and transportation for the technical delegate for the various planned meetings and functions.

Before Games

- Advises the GOC on the venue selection for competition
- Cooperatively assists the Sport Manager in planning the technical organization of a competition, where applicable, ensures that the plan is accomplished and resolves any technical problems together
- Reviews event listing and makes the necessary recommendations by the predetermined time period
- Provides input for the registration forms and process

- Reviews the World Games registration information for the sport ensuring that event standards are being met
- Provides input on the GMS system and receives the basic GMS orientation and training
- Reviews the sports equipment
- Approves the timing and scoring systems and displays of official and unofficial results
- Advises the GOC on the needs assessment, recruitment, selection and training of officials, referees, judges for competition
- Advises the GOC on the needs assessment, selection and training of sport specific volunteer personnel (outside of officials, referees, judges)
- Signs off on the competition schedule and clinics / demonstrations programs
- Approves the sport specific content of the Coaches Guidebook and Officials Guidebook
- Signs off on the final field of play layout design and final setup schedule
- Attends at least two planning meetings at the World Games host site
- Arrives at the site of World Games on an agreed upon date with SOI
- Provides guidance and monitors the implementation of Special Olympics divisioning process

During Games

- Serve as the expert authority regarding the enforcement of the Special Olympics sport specific rules
- Provides consultation to the GOC to ensure that the competition is conducted in a safe, quality and dignified manner according to Special Olympics rules and the respective International Sport Federation rules
- Chairs the sport specific rules committee, which decides on all properly submitted protests pertaining to SOI and the International Sport Federation rules, and ensures proper implementation of the protest process
- Helps with the compilation of any disqualification report
- Inspects the warm-up and competition site with the respective Sport Manager to ensure that the technical facilities, requirements and organization are in accordance with the International Sport Federation rules as well as Special Olympics rules
- Ensures that the fields of play areas are fair and safe and that knowledge of local conditions does not give an advantage to competitors from the host nation
- Advises the Sport Manager on the typical international protocol for the respective sport, especially as it pertains to the opening of the sport competition
- Provides guidance and monitors the implementation of Special Olympics divisioning process
- Supports the Sport Manager with the planning and coordination of the coaches meeting and officials meeting
- Serves as the decision-maker with the volunteer Sport Manager, as to delays, postponements and cancellation of the sport competition
- Signs off on the official results list and gives the authorization for the awards ceremony
- Provides guidance on the implementation of the proper awards protocol to ensure a dignified ceremony based on the guidelines set forth by SOI

- Understands that the technical delegate shall not serve as an official, referee or judge for the event in the same competition except in an extreme emergency
- Understands that the technical delegate shall not coach during the event in the same competition
- Must be present during the duration of the competition

After Games

- Departs the World Games host site on an agreed upon date with SOI
- Submits the standardized after action report which details planning, implementation, management and recommendations for future Special Olympics Games no later than thirty (30) days after the last day of competition

Qualifications

- Significant sport technical experience (International Sport Federation or National Sport Federation affiliation)
- Time commitment, must exhibit strong leadership and management skills, able to solve problems in an efficient and diplomatic manner.

SOI Staff Liaison

- Sport Manager, Sports Operations

GOC Liaisons

- Sport Manager (GOC Staff position)
- Sport Commissioner (Volunteer position)

Term of Appointment

From the time of receipt of written notification of selection until the time the after action item report is due for submission to SOI, unless determined earlier by either SOI or the TD.

I understand the aforementioned roles, responsibilities and guidelines for the volunteer TD position for SOI and will contribute as a team member to collectively accomplish the goals based on the mission of Special Olympics. The TD will represent Special Olympics in a professional manner at all times. Failure to do so (as determined by SOI) may (at SOI's option) result in immediate dismissal. This document is intended to improve the level of communication, provide the necessary guidance and to clarify the roles and responsibilities of the volunteer position of the TD.

Technical Delegates (Signature): _____ Date: _____

Technical Delegate (Print Name): _____ Date: _____

Manager, Games Competitions, Special Olympics, Inc.: _____

Date: _____

Venue Director, Sports Operations

Provides support for sport and venue operations at competition venues by providing leadership through people, project and/or program management.

DEPARTMENT: Sports Operations

REPORTS TO: Senior Director, Sports Operations

CONSTITUENTS: Venue Development, GOC Functional Areas, Facility Owner(s), vendors, contractors, government agencies and other groups as necessary

General Overview

Venue Directors coordinate and assist all Functional Areas in planning, managing and implementation of all competition and non-competition functions at the venue. Venue Directors have the responsibility of managing efficient, safe and effective integrated operations at the competition venue. The Venue Director at the competition venue is also tasked with working with the Technical Delegates and Sports Commissioner to ensure that all needs relating to sport operations have been addressed and implemented.

Job Responsibilities:

Sports Operations

- Act as a resource by briefing the Sr. Director – Venue Development and Sports Operations. Operations of daily sports & competition issues and activities relating to the specific sport. Identify priority items; provide suggestions, observations, or advise to assist the Sr. Director – Venue Development and Sports Operations.
- Develop a sports and competition operational plan for the 2009 World Winter Games.
- Recruit and train personnel from Games sites and local groups to develop a sports committee.
- Recruit and train a volunteer Sports Commissioner for the sport.
- Work with the appointed Technical Delegate (TD) and Sports Commissioner to develop all plans for the sport.
- Develop an equipment list for the sport.
- Review committee structures, prepare agendas and conduct coaches' meetings during the events.
- Train and become competent in the Games Management System database (GMS).
- Ensure sufficient number of certified officials & Technical Delegates for competition as well as Special Olympics Officials Program for Athletes (SOOPA).
- Review event staging and award plans for the venue. Work with Special Events Director on awards and staging.
- Develop detailed venue maps.

- Develop plans for clinics for the sport.
- Draft a fully detailed After-Action Report for the 2009 World Games.
- Evaluate the Pre-Games and make recommendations.
- Create partnerships with International Federations and National Governing Bodies.
- Assist with the selection of officials for each sport; Competition scheduling; Coaches' Meetings; Sports Handbooks; Award Ceremonies.
- Lead person relating to all Sports Equipment for the World Games and assist with the integration of timing systems with the GMS.
- Create job titles and develop job descriptions for sport specific duties and venue management personnel.

Venue Operations

- Coordinate and assist in planning, managing and conducting all non-competition functions at the venue.
- Conduct Venue Team meetings during the planning stage.
- Maximize use of available resources by identifying opportunities to share resources.
- Work with Functional Areas to ensure that all physical elements of the venue are fully operational and support the operation of the competition.
- Work with the Sport Commissioner, Sports Committee and other managers from each functional area to develop a cohesive and effective venue leadership team.
- Serve as liaison between Functional Areas as relating to the specific venue.
- Facilitate cooperation and development of team spirit among all staff (including volunteers) assigned to the venue.
- Conduct daily meetings with the venue management team during Games-time.
- Represent the GOC with the Venue Owner Representative (coordinate venue staff activities and use of venue equipment).
- In partnership with the personnel relating to facility contracts; oversee the development and management of the venue contract and plan and manage the venue pursuant to legal parameters.
- Oversee the development and management of the Site; identify and coordinate the physical parameters, programming, planning, build-out, move-in and retrofit of the facility.
- Conduct walk-through's of the venue regarding the sports operations and work closely with the Venue Team to develop the overall layout and space allocations of the venue.
- Develop policies, procedures and personnel parameters for the venue.
- Define the management structure by which the venue will operate.

Essential Functions / Qualifications:

- Work requires written communication skills to accurately edit, proof, and/or compose business correspondence, reports, etc. Work requires verbal communication skills to relay understanding of SOWWG policies/procedures, to address groups, and to be conversant at industry functions.

- Work requires the possession of computer skills on PC using Microsoft Office for word-processing, data base management, e-mail, scheduling, and spreadsheets.
- Work requires the ability to work with the public and volunteers, necessitates knowledge of social protocol and projection of professionalism/professional appearance.
- Work requires prioritization, organization, coordination, planning and management skills. Thoroughness and detail-oriented. Aptitude and willingness to learn new processes. Ability to multi-task. Accepting of change. Possess problem solving/analytical skills to work independently.
- Must be flexible and able to adapt to a constantly changing work environment.
- Experience in multi-venue event planning and management and college degree is preferred.
- Work requires a driving license and clean driving record.

Volunteer Sports Commissioner

Reports To: Venue Director

Responsible Areas: Assisting with the development of operational plans for the Invitational and World Games for Alpine Skiing. Assist with the creation of partnerships with the FIS; assist with the selection of officials for Alpine Skiing; assist with Competition scheduling; Coaches' Meetings; Sports Handbooks; Award Ceremonies.

General Function:

Reports to and works under the direction of the Alpine Skiing Sports Manager. Assist with the operations of sports and competition for the Invitational and World Games for Alpine Skiing. Assist with the integration of timing and scoring systems. Assist with the implementation of rules and accreditation. Assist with the selection of international and national officials. Has a team concept and works with all SOWWG departments.

Principal Duties:

1. Acts as a resource by briefing the Alpine Skiing Sports Manager. Operations of daily sports & competition issues and activities relating to Alpine Skiing. Identify priority items; provide suggestions, observations, or advise to assist the Sports Manager. Serve as the Sports Commissioner on the Venue Management Team for Alpine Skiing.
2. Assist the Sports Manager with the development of the competition plan for the 2008 Invitational Games and the 2009 World Winter Games.
3. Assist with recruitment and training personnel from games sites and local groups to develop an Alpine Sports Committee.
4. Work with the appointed Technical Delegate (TD) to develop all plans for each sport.
5. Assist with the development of an equipment list for Alpine Skiing.
6. Assist with reviewing committee structures, preparing agendas and conducting coaches' meetings.
7. Assist with conducting walk-through's of the venue regarding the sports operations and work closely with the Venue Managers to develop the overall set-up of the venues.
8. Train and become competent in the Games Management System database (GMS), with leadership from the Alpine Sports Manager.

9. Assist with ensuring sufficient number of certified officials & Technical delegates for competition as well as Special Olympics Officials Program for Athletes (SOOPA).
10. Review event staging and award plans for each sports venue. Work with Special Events Director on awards and staging.
11. Collect detailed sports venue maps.
12. Develop plans for clinics for Alpine.
13. Draft an After-Action Report for the 2008 Invitational Games and the 2009 World Games.
14. Evaluate the Invitational Games and make recommendations for the 2009 World Games.

Essential Functions:

1. Work requires written communication skills to accurately edit, proof, and/or compose documents together with the Alpine Sports Manager. Work requires verbal communication skills.
2. Background in Alpine Skiing.
3. Work requires the possession of computer skills on PC using Microsoft Office for word-processing, data base management, e-mail, scheduling, and spreadsheets.
4. Work requires the ability to work with the public, necessitates knowledge of social protocol and projection of professionalism/professional appearance.
5. Work requires prioritization, organization, coordination, planning and management skills. Thoroughness and detail-oriented. Aptitude and willingness to learn new processes. Ability to multi-task. Accepting of change. Possess problem solving/analytical skills to work independently.
6. Work requires a driving license and clean driving record.

Time Requirement:

This is a Volunteer Position. The time commitment for this position will be approx. 15 hours per week, and evening meetings as needed. During the Invitational and World Games, this position will need to be on-site during all competitions and available in the evenings.

General Sports/Competition and Awards Volunteer Job Titles and Job Descriptions

Access Control Marshall

Checks credentials to ensure only authorized personnel enter into designated areas and notifies Security if problems arise

Announcer, Awards

Announces all pertinent Awards Ceremony information and PSA's

Announcer, Competition

Announces all pertinent competition information and PSA's

Apparel Carrier

Carries equipment/apparel from the point the athlete enters the Field of Play to where they exit

Athlete Attendant

Assists athletes during the practice and competition phases during Games week

Athlete Escort

Escorts the athletes to their destinations at the competition venue

Athlete Locker Room Attendant

Maintains the Athlete Locker Room to ensure cleanliness, comfort and security

Athlete Locker Room Coordinator

Monitors the Athlete Locker Rooms to ensure cleanliness, comfort and security

Athlete Lounge Attendant

Maintains the Athlete Lounge to ensure cleanliness, comfort and security

Athlete Lounge Coordinator

Monitors the Athlete Lounge to ensure cleanliness, comfort and security

Athlete Services Supervisor

Coordinates all services related to the athletes while at the competition venue

Athlete Staging Assistant

Stages the athlete prior to competition in the correct order and makes sure the athlete is ready for competition

Awards Supervisor

Manages all aspects of the awards procedure and protocol and awards staff

Awards Staging Coordinator

Coordinates all aspects of the staging of athletes in preparation for the Awards Ceremony

Awards Staging Assistant

Stages the athletes in preparation for the Awards Ceremony

Awards Preparation Coordinator

Prepares the trays of awards for the Awards Ceremony

Awards Preparation Assistant

Assists in the preparation of the trays of awards for the Awards Ceremony

Awards Tray Bearer

Carries a tray of awards to the podium during the Awards Ceremony

Awards Athlete Escorts

Escorts the athletes from staging to the podium during the Awards Ceremony

Athlete Equipment Attendant

Checks athlete equipment in and out and organizes the athlete equipment storage area

Clinics, Demonstrations & Exhibitions Coordinator

Recruits, schedules and plans for sport specific clinics, demonstrations and exhibitions

Competition Administration Supervisor

Manages sports operations office, paper flow, telephones, radio communications and light computer work

Competition Administration Assistant

Assists various sport specific areas within the venue as assigned by the Competition Administrator

Event Assistant

Assists in supervising various aspects of the venue and Awards Ceremonies

Event Services Assistant

Serves as greeters, information sources, patron flow control and ushers at competition venue

Field of Play Marshall

Checks credentials to ensure only authorized personnel enter into the Field of Play

Field of Play Supervisor

Secures and maintains the Field of Play and makes sure that all FOP Marshalls are properly engaged

Music Technician

Responsible for music and sound during practice sessions and competition and Awards Ceremonies

Officials Attendant

Assists the officials during Games week

Officials Locker Room Attendant

Maintains all officials' locker rooms to ensure cleanliness, comfort and security

Officials Locker Room Coordinator

Monitors all officials' locker rooms to ensure cleanliness, comfort and security and manages Officials Locker Room Attendants

Officials Lounge Attendant

Maintains the Officials Lounge to ensure cleanliness, comfort and security

Officials Lounge Coordinator

Monitors the Officials Lounge to ensure cleanliness, comfort and security and manages Officials Lounge Attendants

Officials Services Supervisor

Coordinates all services related to the officials and supervises all Officials Attendants

Results Runner

Transports the results from the timers/judges to the recording office after each event and other duties as assigned

Sports Information Desk Coordinator

Coordinates information to be provided to designated constituencies, i.e. Heads of Delegations, coaches, officials, athletes, media and others

Venue Assistant Director

Assists the Venue Director in all venue responsibilities

Venue Sector Coordinator

Serves as the "eyes and ears" of the Venue Director in his/her designated area of the venue. Serves as the Supervisor for the Event Services personnel in his/her designated area of the venue

Venue Office Coordinator

Handles the administrative functions of the Venue Operations Office; compiles Functional Area Daily Reports in preparation for the Daily Venue Report; notifies the Venue Director of urgent messages and activities

Volunteer Requirements

The following list indicates the total number of volunteers and officials required for each sport. Venue Operating Plans will indicate the exact requirements per sport and / or venue. Some further adjustments may be made, following completion of schedules.

After Action Report:

Sport/Competition

SPORT	NUMBER OF VOLUNTEERS
<i>Alpine Skiing</i>	230
<i>Cross-Country Skiing</i>	176
<i>Figure Skating</i>	49
<i>Floor Hockey</i>	<i>150 slots were filled on a daily average; 228 should have been what was used as requested from Volunteer Services</i>
<i>Snowboarding</i>	126
<i>Snowshoeing</i>	<i>104 Sports volunteers present/ 132 Sports volunteers recommended</i> <i>For the entire venue: 154 present/ 185 recommended</i>
<i>Speed Skating</i>	102

SPORT	NUMBER OF OFFICIALS
<i>Alpine Skiing</i>	<i>6 (International and local)</i>
<i>Cross-Country Skiing</i>	<i>1 International and 15 local</i>
<i>Figure Skating</i>	<i>16 International and 2 local (1 SOOPA in training but not “official”)</i>
<i>Floor Hockey</i>	<i>40 International (including SOOPA); 150 Local (including minor officials)</i>
<i>Snowboarding</i>	<i>2 International</i>
<i>Snowshoeing</i>	<i>2 International and 4 local</i>
<i>Speed Skating</i>	<i>16 International and 1 SOOPA</i>