



SPECIAL OLYMPICS
USA GAMES
SEATTLE 2018



SPECIAL OLYMPICS
SUSTAINABILITY
PLAYBOOK &
TOOLKIT

A LEGACY OF THE 2018 SPECIAL OLYMPICS USA GAMES IN SEATTLE



SPECIAL OLYMPICS SUSTAINABILITY PLAYBOOK & TOOLKIT

CONTENTS

3	ACKNOWLEDGMENTS	15	THE ROLE OF PARTNERS & SPONSORS: GREAT SUSTAINABILITY TEAMMATES
4	HOW TO USE THIS PLAYBOOK & TOOLKIT	16	KEY GROUPS WHO CAN SUPPORT SUSTAINABILITY
4	WHO SHOULD USE THE PLAYBOOK: BOARD MEMBERS, CEOS & SUSTAINABILITY STAFF		
	1: THE SUSTAINABILITY ADVANTAGE: WHY IT'S ESSENTIAL & HOW TO DELIVER ON COMMITMENTS		3: BUILDING YOUR SUSTAINABILITY PROGRAM
6	HOW SUSTAINABILITY ADDS VALUE TO YOUR EVENT	18	YOUR GAMES SUSTAINABILITY STRATEGY
8	SUSTAINABILITY LIFECYCLE FOR A SPECIAL OLYMPICS USA GAMES	22	USING SUSTAINABILITY ACTION PLANS
9	A SUSTAINABILITY PROGRAM FOR A SPECIAL OLYMPICS USA GAMES	24	LEVERAGING A RESPONSIBLE SOURCING STRATEGY TO DRIVE YOUR STRATEGY & ACTION PLANS
10	FIVE LESSONS FROM THE 2018 SPECIAL OLYMPICS USA GAMES	25	LEVERAGING A SUSTAINABILITY MARKETING & COMMUNICATIONS PLAN TO BUILD BRAND VALUE
	2: A SUSTAINABILITY ROADMAP FOR EXECUTIVES	26	COMMUNICATING WITH KEY GROUPS
12	THE ROLE OF THE BOARD OF DIRECTORS		
13	THE ROLE OF THE CEO		4: LEAVING A SUSTAINABILITY LEGACY
14	THE ROLE OF THE DIRECTOR OF SUSTAINABILITY	28	LEGACY, INNOVATION & TRANSFORMATION
		29	A GAMES SUSTAINABILITY IMPACT REPORT: TELLING THE SUSTAINABILITY STORY OF YOUR EVENT
		31	WHERE TO LEARN MORE
			5: YOUR SUSTAINABILITY TOOLKIT: POLICIES, PLANS, TEMPLATES & CHECKLISTS
		33	HOW TO USE THIS TOOLKIT
		34	SUSTAINABILITY LIFECYCLE FOR A SPECIAL OLYMPICS USA GAMES
		35	A. JOB DESCRIPTION FOR A DIRECTOR OF SUSTAINABILITY
		37	B. TERMS OF REFERENCE FOR A SUSTAINABILITY ADVISORY COMMITTEE
		39	C. SUSTAINABILITY STRATEGY
		41	D. RESPONSIBLE SOURCING POLICY
		43	E. SUPPLIER CODE OF CONDUCT
		46	F. SUSTAINABILITY LEADERSHIP QUESTIONNAIRE FOR SUPPLIERS & PARTNERS
		48	G. GAMES ORGANIZER SUSTAINABILITY SHOPPING LIST
		51	H. SUSTAINABILITY PROGRAM ACTION PLAN
		55	I. SUSTAINABILITY COMMUNICATIONS MESSAGES
		56	J. SUSTAINABILITY REPORT OUTLINE
		58	K. VOLUNTEER ROLE DESCRIPTIONS

"YOU ARE THE STARS AND THE WORLD IS WATCHING YOU.

BY YOUR PRESENCE, YOU SEND A MESSAGE TO EVERY VILLAGE, EVERY CITY,
EVERY NATION. A MESSAGE OF HOPE. A MESSAGE OF VICTORY."

—Eunice Kennedy Shriver,
founder of the Special Olympics



Karlan Jessen



Santiago Gallo



THANK YOU TO SPECIAL OLYMPICS

The mission of Special Olympics is to provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities, giving them continuing opportunities to develop physical fitness, demonstrate courage, experience joy and participate in a sharing of gifts, skills and friendship with their families, other Special Olympics athletes and the community.

This was the first Special Olympics USA Games to include a comprehensive Sustainability Program. It would not have been possible without Director of Volunteers and Sustainability Karlan Jessen, with support from Santiago Gallo, M.A. Sports Management, Seattle University, who led the efforts in data collection. This Sustainability Playbook & Toolkit was created as both an enduring account of the inaugural Sustainability Program at the 2018 Special Olympics USA Games, and as a legacy resource for future Special Olympics USA Games Organizing Committees and the broader Special Olympics International movement. We hope it may also inspire and assist future organizers, operators, sponsors, and other stakeholders of large sporting and other events to minimize their environmental impact and maximize positive social impact.



THANK YOU TO MICROSOFT, PREMIER PARTNER OF THE 2018 SPECIAL OLYMPICS USA GAMES

Microsoft enabled the creation of a sustainability legacy for the 2018 USA Games. This Sustainability Playbook & Toolkit demonstrates Microsoft Procurement Responsible Sourcing's commitment to community stewardship and enabling others to reach new heights of sustainability.



David Muller



Tim Reeve

THANK YOU TO THE AUTHORS

This Sustainability Playbook & Toolkit was produced by David Muller, Tim Reeve and the rest of the Reeve Consulting team, working closely with Karlan Jessen and Santiago Gallo. Reeve Consulting is a sustainability strategy firm that works with sport organizers and corporate partners to implement innovative sustainability programs creating positive social and environmental impacts.

HOW TO USE THIS PLAYBOOK & TOOLKIT

This Sustainability Playbook & Toolkit has been created to help the Special Olympics USA Games and other large event organizers be more effective and efficient in implementing robust and successful sustainability programs and projects. The Playbook draws from the deep expertise of team members and first-hand experience gained at the 2018 Special Olympics USA Games in Seattle—the first time the Special Olympics USA Games have had a comprehensive sustainability program. The 2018 Special Olympics USA Games demonstrated that sustainability has the potential to inspire meaningful connections between Special Olympics USA Games stakeholders, and leave lasting, positive legacies for the local community and the broader Special Olympics movement. A robust sustainability program covers both environmental and social issues. For more information on what a sustainable event involves, *(refer to page 39 for the Sustainability Strategy used for the 2018 Special Olympics USA Games)*.

Following the Playbook is a comprehensive Toolkit with a complete package of sample tools and templates to help event organizers create and implement a robust sustainability program. Many of the samples are drawn from documents created for the 2018 Special Olympics USA Games. They are “open source”—readers are welcome to use the sample exactly as it is, copy and adapt it, or draw inspiration from it in the creation of different tools.

WHO SHOULD USE THE PLAYBOOK: BOARD MEMBERS, CEOS & SUSTAINABILITY STAFF

To make the most of the Legacy Playbook & Toolkit, scan the Table of Contents, then jump to Section B for the specific section that speaks directly to your role in organizing the event as well as your immediate needs and goals. If you are a Board member, CEO, or Director of Sustainability, see the tips below on the sections that may be most relevant to you.

IF YOU ARE A BOARD MEMBER:

Read “The Role of the Board of Directors” to learn more about establishing sustainability as a core principle of the Organizing Committee, and prioritizing sustainability as a key competency in recruiting a CEO, who will effectively lead and inspire the Organizing Committee toward a sustainable event.

IF YOU ARE A CEO:

Read “The Role of the CEO” to learn more about what qualities and experience to look for in a Director of Sustainability, who will oversee and manage the Games’ Sustainability Program.


IF YOU ARE A DIRECTOR OF SUSTAINABILITY:

Read “The Role of the Director of Sustainability” to learn more about the key responsibilities of the Director of Sustainability and the multiple stakeholders they will be working with to make the Games sustainable and successful. Then go back and read the entire Playbook & Toolkit cover-to-cover to get the full sense of the project scope and lifecycle.

IF YOU ARE A SENIOR DIRECTOR IN THE GAMES ORGANIZING COMMITTEE:

Read the sections on Partners and Sponsors, Sourcing, and Marketing and Communications so you see the close connection that sustainability success has to the scope of work in these critical areas. It might be helpful to also *(refer to page 14 for the Role of the Director of Sustainability)* so that you are informed about the key responsibilities of your colleagues, and to gain insight into the multiple stakeholders they will be working with to make the Games successful and sustainable.

HOW IS IT ORGANIZED?

This Playbook & Toolkit is written primarily for Directors of Sustainability. However, the modular format enables this resource to serve multiple audiences. Section B provides a map to activating sustainability among the three key audiences who can establish the organizational culture and goals necessary for successful sustainability programs at future Special Olympics USA Games: The Board of Directors, the CEO, and the Director of Sustainability. 

1

THE SUSTAINABILITY ADVANTAGE: WHY IT'S ESSENTIAL & HOW TO DELIVER ON COMMITMENTS



HOW SUSTAINABILITY ADDS VALUE TO YOUR EVENT

WHY SUSTAINABILITY IS MISSION CRITICAL FOR THE SPECIAL OLYMPICS

It has become industry standard to integrate sustainability into major sporting events—from the Summer and Winter Olympics, Paralympics, and Special Olympics World Games, to the Championships and All-Star Games of major professional leagues. In the USA, there are a number of organizations dedicated to responsible and sustainable sports, as well as industry standards available to guide your sustainability work (see *Where to Learn More on page 31*).

Most importantly, sustainability is at the heart of the social purpose of the Special Olympics movement. Sustainability is about the health and well-being of all people—not just a fortunate few—and the health and well-being of the planet on which we all depend. For fifty years, this international movement of more than 5.7 million athletes across 172 countries has championed social inclusion. In a similar way, the Special Olympics can be a powerful voice for sustainability, showcasing the impact of social inclusion with community development, environmental stewardship, and responsible labor practices.

Fortunately, hosting a sustainable event is also good business. Sustainability provides a platform for every stakeholder involved in the Games—particularly the host city, partners and sponsors—to tell their own sustainability story. With broad participation, the event can become a dynamic hub that showcases sustainability innovation and inspires new action and achievement.

It is simply the right thing to do.

TOP FIVE REASONS FOR HOSTING A SUSTAINABLE SPECIAL OLYMPICS EVENT



1.

ATTRACT FUNDING

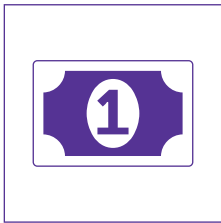
Invite partners and sponsors to market their sustainable brand for mutual benefit.



2.

PROVIDE A GREAT ATHLETE EXPERIENCE

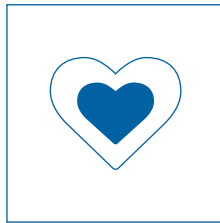
Support the health and wellbeing of athletes and their families and friends.



3.

SAVE MONEY

Reduce waste and energy costs through diversion and efficiency measures and reduce post-event waste through responsible sourcing practices.



4.

BUILD GOODWILL

Be respectful guests in the host community; align with civic goals and reduce stress on waste systems and roadways.



5.

SUSTAINABLE DEVELOPMENT

Create lasting environment and employment legacies in local communities—especially for people with intellectual disabilities.

SUSTAINABILITY LEGACY OF THE 2018 SPECIAL OLYMPICS USA GAMES

The 2018 Special Olympics USA Games was the first to feature a comprehensive sustainability program. The following sustainability accomplishments of the 2018 USA Games:

5,500

BIKE SHARE TRIPS
COMPLETED IN
THE UNIVERSITY OF
WASHINGTON VICINITY

10,000

RIDES ON PUBLIC TRANSIT
VIA ORCA CARDS
DISTRIBUTED TO GUESTS

100%

OF ATHLETES RECEIVED A FREE,
HIGH-QUALITY REUSABLE
WATER BOTTLE (4,000 BOTTLES)

800

POUNDS OF FRESH FOOD
DONATED TO SEATTLE-AREA
FOOD BANKS

15

INDIVIDUALS, WITH
INTELLECTUAL DISABILITIES
WERE HIRED BY COCA-COLA
TO WORK AT THE GAMES

With increased lead time and resources, the 2018 Special Olympics USA Games could have performed even better on almost all indicators. The Special Olympics USA Games is a highly complex and demanding event, and incorporating a robust sustainability program requires dedicated resources and attention. Embedding sustainability in the bid, or activating it from the outset of the Organizing Committee's work, allows for partnerships to be more deeply developed. This can yield an increase in sponsorship and in-kind resources, less stress in the run-up to and during the event, and ultimately better results.

Below are just a few examples of recent high-profile sporting events that achieved impressive results on sustainability, along with a few initiatives that made them stand out. Follow the links to read more, spark further ideas and get inspired about what's possible.

NCAA FINAL FOUR 2017 PHOENIX, ARIZONA

- 91% waste diversion rate
- 100% of electricity used throughout the weekend sourced from renewable energy
- Evergreen Certification from Council for Responsible Sport
- [Read more here](#)

NFL SUPER BOWL 50, 2016, SANTA CLARA, CALIFORNIA

- No single-use water bottles
- 78% of food sourced from 150-mile radius, vegan options at every concession stand
- Reclaimed water system provided 85% of water needed for irrigation/flushing
- [Read more here and here](#)

PGA WM PHOENIX OPEN, 2017 PHOENIX, ARIZONA

- 63 million gallons of water restored, 5,775 gallons of graywater reused
- 23,500 lbs. of food donated to local people in need
- 57,673 sq. ft. of signage reused
- [Read more here and here](#)

UEFA EURO CUP 2016, FRANCE

- ISO 20121 Certification
- 100% of suppliers required to meet mandatory compliance with UN Global Compact
- No public parking; nearly all fans traveled to matches by public transit/active transport
- Eco-calculator created for and used by 71,000+ fans
- [Read more here](#)

SUSTAINABILITY LIFECYCLE FOR A SPECIAL OLYMPICS USA GAMES

Unless sustainability has already been included in the Bid, a USA Games Sustainability Program begins with the hiring of the CEO and the creation of a Sustainability Strategy by the Organizing Committee. A Sustainability Strategy typically has a lifecycle of 2-3 years. This lifecycle can be considered in three phases:

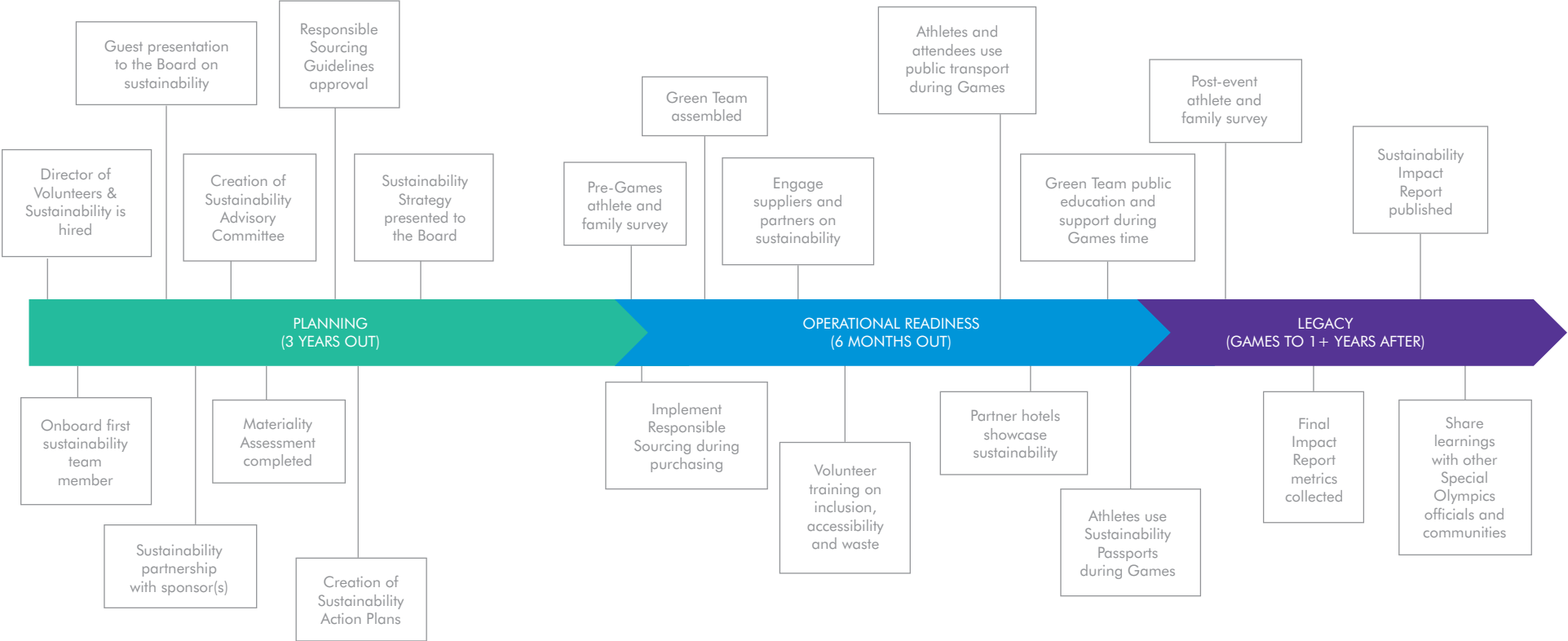
1.

PLANNING
Laying the groundwork for a sustainable event through planning, stakeholder engagement, and program development.
2.

OPERATIONAL READINESS
Critical path of preparation to host the Games.
3.

LEGACY IMPACTS
Reporting on sustainability achievements, assessing performance, and sharing lessons learned.

The timeline below, adapted from the 2018 Special Olympics USA Games, provides an overview of these three phases and some of the key milestones in each.



“THE VALUE OF A SUSTAINABILITY STRATEGY IS THAT IT KEEPS STAKEHOLDERS FOCUSED ON KEY GOALS AND IT GIVES THEM A TOOL TO AMPLIFY ENVIRONMENTAL AND INCLUSION EFFORTS WITHIN THEIR OWN TEAMS AND ORGANIZATIONS.” —*Karlan Jessen, Director of Volunteers & Sustainability 2018 Special Olympics USA Games*

A SUSTAINABILITY PROGRAM FOR A SPECIAL OLYMPICS USA GAMES

A strong sustainability management system consists of three core tools: a Sustainability Strategy, a Sustainability Action Plan for each chosen priority area, and a Sustainability Impact Report that describes sustainability performance to all stakeholders. Section C walks through the sustainability management system in more detail. For samples of each tool, please refer to the Toolkit.

SUSTAINABILITY STRATEGY:

Vision
Stakeholders
Objectives
Indicators
Targets

SUSTAINABILITY ACTION PLANS:

Goal
Description
Resources
Personnel
Action Steps
Level of effort
Targets
Timelines

SUSTAINABILITY IMPACT REPORT:

Goals
Stakeholders
Results & Impacts by the numbers
Success stories
Lessons learned
Images

“AS THE FIRST SPECIAL OLYMPICS GAMES TO TRULY DEDICATE TIME AND RESOURCES TOWARDS PROMOTING SUSTAINABILITY, THE SEATTLE GAMES COMMITTEE TRULY PUT FORTH EXCEPTIONAL INTENTIONALITY BEHIND THEIR EFFORTS. THEIR PIONEERING WORK HAS LAID A SOLID FOUNDATION FOR ALL FUTURE GAMES.” —*Becky Bronstein, Outreach Coordinator Washington Green Schools*

FIVE LESSONS FROM THE 2018 SPECIAL OLYMPICS USA GAMES

In pursuing a sustainable event, organizers need not reinvent the wheel. This Playbook & Toolkit is full of practical advice and ready-to-use tools and templates that are based on years of experience working on sustainability programs for large sporting events. Listed below are five key lessons learned from the 2018 Special Olympics USA Games, which may help future organizers avoid common pitfalls and build a foundation for success.

1. START SUSTAINABILITY PLANNING EARLY IN THE GAMES' LIFECYCLE

As soon as the host city is selected, it's time to start thinking about sustainability. Get part-time or full-time help as needed from the beginning. Waiting too long to bring sustainability into the event lifecycle means lost opportunities with partners and sponsors, suppliers, staff, and volunteers—as well potential brand risks in the supply chain.

2. ADEQUATELY RESOURCE THE SUSTAINABILITY PROGRAM AND LEVERAGE LOCAL PARTNERS

Build the Sustainability Strategy into the budget and look for external resources to help meet or bolster its goals. Partners and sponsors are looking for opportunities to showcase their sustainable brands and have the resources to do it. Many partners will be willing to support and fund sustainability programming or special projects—or lend their in-house expertise.

3. WORK EARLY AND OFTEN WITH ALL STAKEHOLDERS

Recognize all stakeholders as potential sustainability partners. Engage them in developing and delivering on the Sustainability Strategy and goals for the USA Games and provide them with ample lead time. They are natural allies not only because they have huge influence on the success of the event, but also because many will be interested in branding around innovative environmental and inclusion initiatives.

4. PLAN, PRIORITIZE AND PERFORM

Apply the established practices of previous successful events. There are many guides and resources available on specific sustainability goals such as zero waste, reducing and offsetting emissions, and implementing an inclusion program. Use this Playbook to help create a vision and framework to execute a great program and apply lessons learned from the 2018 Special Olympics USA Games.

5. IMPLEMENT A RESPONSIBLE SOURCING PROGRAM

Responsible Sourcing is the single most powerful way to manage and achieve sustainability at a USA Games or major event. Indeed, most waste and CO2 emissions are a result of supply chain and sourcing activities. Having a policy in place will provide direction and support across teams to engage partners, sponsors, and suppliers in delivering on the Sustainability Strategy.

2

A SUSTAINABILITY ROADMAP FOR EXECUTIVES

THE ROLE OF THE BOARD OF DIRECTORS

WHAT TO KNOW AND CHAMPION AS A BOARD MEMBER

A Sustainability Program is now an expectation of any large-scale sporting event—and it offers a unique opportunity to respond to the specific social and environmental context of your host community. Part of the job of an effective Board member is to bring attention to the critical importance of including sustainability in the earliest phases of the Games' planning lifecycle. Once Board members set the tone and select a CEO that understands sustainability as an essential part of the event, they can focus more on their typical oversight and ambassador roles. Sustainability is also a major issue for sponsors and other Games partners—and many will want to showcase their respective sustainability initiatives and eco-products. Some are likely to be willing to contribute financial and technical resources to help the Games Organizing Committee activate, implement, and expand their sustainability goals. In fact, sustainability is best viewed as a major opportunity for a Special Olympics event.

WHAT WE MEAN BY A "SUSTAINABLE EVENT"

A Sustainability Program covers both environmental and social issues. Environmental objectives often focus on reducing negative impacts such as waste-to-landfill, dirty energy consumption and transportation emissions. There are also opportunities to showcase green technologies and align with positive initiatives that set high environmental standards for business operations. On the social side, it is important to ensure that fair and ethical labor practices are used in the manufacture of t-shirts, uniforms, giveaways, and other products for the Games (often referred to as ethical procurement). Sustainability also involves creating lasting community and social benefits, like providing employment opportunities for people with intellectual disabilities, *(refer to page 18 for a more detailed explanation of what goes into a Sustainability Strategy)*. 

7 KEY ACTIONS FOR THE BOARD:

1. Hire a CEO who will champion sustainability and integrate it into the mission, strategies and business plans of the Games.
2. Empower the CEO to find the resources to support a Director of Sustainability as early as possible.
3. Identify partnerships that could secure resources and capacity for the overall Sustainability Program.
4. Participate actively in the finalization of a Games Sustainability Strategy.
5. Be an ambassador by promoting the projects and goals of the Sustainability Program.
6. Check in regularly on the progress of the Sustainability Program to ensure it's on track.
7. Hire people that commit to making the Games sustainable.

THE ROLE OF THE CEO

WHAT TO KNOW AND EXECUTE AS THE CEO


The CEO of a Special Olympics USA Games is responsible for making sure the Games are respectful of the host community and do not create avoidable negative environmental or social impacts, like excessive waste or the use of irresponsible labor practices. More importantly, the CEO has an opportunity to build a positive brand for the Games and ensure that supply chain practices reflect values such as inclusion and resource efficiency. A focus on opportunities leaves a positive legacy for the host community, Games stakeholders, and the broader Special Olympics movement. Also the CEO has the opportunity to show that sustainability can be used in all the aspects of the different activities of the organization if the concept is understood and people are educated on it, *(refer to page 12 for the Role of the Board of Directors and page 18 for a more detailed explanation on what goes into a Sustainability Strategy)*.

A key role of the CEO is to enable a Games that are environmentally responsible and do not create negative impacts like excessive waste or the use of discriminatory labor practices. But more importantly for the CEO, sustainability has an incredible opportunity to build a positive brand for the Games and leave a positive legacy. The CEO needs to use their influence to encourage stakeholders like partners, host venues, and local community groups to share their high-priority sustainability wishes and concerns and to create connections to the sustainability strategy.

HOW SUSTAINABILITY INTEGRATES ACROSS GAMES FUNCTIONAL AREAS

Sustainability is a large portfolio with connections to operations, partnerships, marketing and communications, volunteers, athlete engagement, and more. For best results, hire a full-time Director of Sustainability and allocate a sufficient budget. This investment typically pays for itself through operational efficiency gains and sustainability-specific sponsorships—and it can often be co-funded with mission-aligned sponsors and partners.

Board members will be expected to play a role in prioritizing and finalizing a Sustainability Strategy for their Games. As spokespersons for the Games, they may be called upon to speak publicly to the Sustainability Strategy and goals of the Sustainability Program. They can bolster sustainability performance by hiring a CEO that understands its importance and makes it a core ethic (and deliverable) of the Games.

Sustainability is integral to the overall vision and mission for the Games and needs to be a core part of the management system. Bring sustainability into governance documents, business plans, and funding strategies. For best results, hire a full-time Director of Sustainability and allocate a sufficient budget. The Director can develop a Sustainability Strategy to guide a successful Sustainability Program for the Games. 

6 KEY ACTIONS FOR THE CEO:


1. Integrate sustainability into the mission, vision, strategies, business plans and funding formulas for the Games.
2. Hire a full-time Director of Sustainability to oversee and manage the Games' Sustainability Program.
3. Secure an adequate budget for the Director of Sustainability.
4. Participate actively in the finalization of a Games Sustainability Strategy and implement it.
5. Open doors to Sponsors interested in supporting the Sustainability Strategy.
6. Champion sustainability internally and externally, and structure regular reporting on the progress of implementing the Sustainability Strategy with staff, partners and the Board of Directors.

THE ROLE OF THE DIRECTOR OF SUSTAINABILITY

WHAT TO KNOW AND HOW TO GET IT ALL DONE

The Director of Sustainability has the opportunity to introduce new social and environmental innovations into the Games, with major legacy impacts. This is a demanding but rewarding role that requires working with all Games stakeholders in the design and ultimate execution of the program. The Director of Sustainability leads achievement of 'hard' sustainability deliverables and operational responsibilities as well as the 'soft' responsibilities around coaching, influencing, and inspiring others to take action and get involved, *(refer to page 34 a summary timeline and key activities of a Sustainability Program)*.

The key responsibility of the Director of Sustainability is to ensure that the Games are managed responsibly, do not create negative environmental or social impacts, and deliver on priority opportunities to achieve community and social benefits. In addition to the sustainability goals now considered essential to mainstream sporting events, consider ways to build on core values of the Special Olympics like respect, inclusion, stewardship, and teamwork. Encourage stakeholders in the local community to share their high-priority sustainability wishes and concerns. Are there opportunities to build on some of the sustainability goals and initiatives already in place at host venues or in the broader host community?

This Legacy Playbook & Toolkit has been written to help future Directors of Sustainability learn from the experience of the 2018 Special Olympics USA Games and step into their roles with confidence. 

8 KEY ACTIONS FOR THE DIRECTOR OF SUSTAINABILITY:

1. Create a Sustainability Strategy and accompanying Action Plans for the Games.
2. Ensure Action Plans are sufficiently resourced.
3. Create and engage a Sustainability Advisory Committee *(refer to pages 16 and 37 for more information)*.
4. Work closely with the Procurement and Sourcing team to implement Responsible Sourcing *(see page 24)*.
5. Work closely with the Partnership team to engage partners and sponsors in the Sustainability Strategy.
6. Work closely with the Operations and Venues teams to ensure environmental programs are in place and tested prior to Games.
7. Work closely with the Marketing and Communications team to create and implement a Sustainability Marketing Strategy.
8. Produce a Sustainability Impact Report that documents performance and lessons learned.



THE ROLE OF PARTNERS & SPONSORS: GREAT SUSTAINABILITY TEAMMATES

HOW TO GET PARTNERS AND SPONSORS ENGAGED AND EXCITED ABOUT SUSTAINABILITY

Partners and sponsors are critical to a successful event. The Games can't happen without them—and yet their involvement comes with potential impacts around waste and recycling that need to be carefully managed. Sustainability is a calling card that partners and sponsors may use to build their brands and deepen loyalty among their customers and stakeholders. Engage partners and sponsors to work with the Games Organizing Committee to implement innovative sustainability projects.

The key to being successful is to build the sustainability brand into the DNA of the event early on in the process, by developing a clear Sustainability Strategy that highlights the focus areas and offers sponsors a framework around which they can activate to showcase their brand. A frequent mistake is to underestimate their potential interest in sustainability. Partners and sponsors are looking for platforms that allow them to communicate positive messages about their brand and social purpose. The Special Olympics is a natural platform for progressive brands, and sustainability is one way to bring new partners and sponsors to the table.

With support from senior management and a baseline level of resources at a staff level, partners and sponsors can be a great source of additional funding, resourcing, and impressive sustainability results. As one example, consider enlisting the support of a major partner or sponsor with deep experience in responsible sourcing to support your internal team with supplier engagement activities or research into sustainable alternatives.

The 2018 Special Olympics USA Games generated \$100,000 of new sponsorship specifically to support the development of the Sustainability Strategy and implementation of the Sustainability Program.

In addition to covering Sustainability Program costs, seek out a sustainability partner or sponsor early on who will commit to cover the cost of CO2 offsets for the event—the vast majority of which come from athlete and family travel. The cost can be estimated with a fair degree of accuracy, and such a sponsorship provides a golden opportunity for a partner or sponsor eager to showcase their own sustainability actions and commitments. While the 2018 USA Games did not forge an offset partnership, some CO2 offsets were achieved through the planting of 2,018 Douglas Fir seedlings from the backdrop at the Opening Ceremony at a local youth camp. 💧



OTHER GROUPS WHO CAN SUPPORT SUSTAINABILITY

The following groups will be key partners in creating and implementing a successful Sustainability Program:

SUSTAINABILITY ADVISORY COMMITTEE

The Sustainability Advisory Committee is typically an 8-12 person group whose role is to help plan and implement the Games. This group is best comprised of stakeholders with a deep understanding of sustainability and how to effectively manage partnerships to implement innovative programs and projects. Consider inviting key stakeholders such as venue managers, municipal waste and energy operators, educators, and representatives from local public transit operators. Avoid simply informing this group of what you are doing—instead, use their expertise and capacity to help get things done. Involve them in the adoption of Sustainability Action Plans, and then delegate tasks or projects to give them ownership over certain aspects of the Sustainability Program.

ORGANIZING COMMITTEE STAFF

The Games Organizing Committee staff are sustainability teammates, and it is critical to help them understand and embrace their responsibilities for sustainability success in areas like operations, waste and recycling, transportation, sourcing, ceremonies, and the Honored Guest Program. Nearly all functional areas or teams have some role in implementing Sustainability Action Plans.

Build support early. Encourage the CEO to set a tone that champions sustainability and demonstrates its benefits. Build confidence by sharing sustainability achievements by other Games and sporting events. Use leadership skills to inspire colleagues to view sustainability as something that is essential, that offers great opportunities, and that provides a role for all staff to contribute. Above all, build a culture of teamwork and collaboration around the Sustainability Program.

VOLUNTEERS

Roughly 10,000-15,000 volunteers are required to stage the Special Olympics USA Games, and each of them can help make the Sustainability Program successful. Engaging local university students in sustainability projects related to the event can extend your capacity and provide valuable learning and practicum opportunities. At a minimum, every volunteer should have an orientation on the Sustainability Program and be able to act as an ambassador for sustainability pledges such as sorting waste for recycling and composting and using active transportation and transit.

In addition, recruit volunteers to work specifically on the Sustainability Program in any of three potential roles: office interns, Sustainability Booth volunteers, or Green Team ambassadors. Volunteers can be sourced from local environmental groups, school groups, university classes, partners and sponsors, and the general public, (**refer to page 58 for Volunteer Sustainability Role descriptions**). Create volunteer roles that are inclusive to individuals with intellectual disabilities. ♻️

3

BUILDING YOUR SUSTAINABILITY PROGRAM

YOUR GAMES SUSTAINABILITY STRATEGY

THE VALUE OF A SUSTAINABILITY STRATEGY

Having a Sustainability Strategy is crucial. The Strategy articulates specific goals and actions for hosting a sustainable Games. When developed with input from key stakeholders, it expresses a shared vision to be achieved together. Internally, the strategy provides a clear mandate and direction for implementation and will help line up the financial and human resources to get the job done. It will also be an important communication tool that will be the top-level document that can be shared with stakeholders. It will be relevant throughout the Games.

The Sustainability Strategy will be most useful and effective if it meets these three important criteria:

1. PART OF THE STRATEGIC PLAN FOR THE EVENT

2. DEVELOPED WITH INPUT FROM KEY STAKEHOLDERS

3. SIMPLE TO READ AND APPLY RECOMMENDED ACTIONS

A strategy development process will help to inform key stakeholders and engage them in the sustainability outcomes for the event. It's also important to listen and understand their needs and goals. Doing so will help surface their unique strengths and resources and will foster a sense of shared ownership for delivering on sustainability. Engage local stakeholders in thinking through opportunities to make the Sustainability Strategy responsive to the special context of this event. Explore questions like: What are the unique needs and existing initiatives in this community and geographic region? Are there opportunities to leverage local resources? How might the Sustainability Strategy contribute something new and innovative?

"OUR COMMITMENT TO SUSTAINABILITY WAS A PRIORITY IN PLANNING FOR THE SPECIAL OLYMPICS USA GAMES. I AM PLEASED WE WERE ABLE TO PARTNER WITH SPECIAL OLYMPICS TO DELIVER A WORLD-CLASS EVENT THAT DEMONSTRATED OUR COLLECTIVE COMMITMENT TO ENVIRONMENTAL SUSTAINABILITY, ACCESSIBILITY, AND INCLUSION."

*—Jeff Scott, Executive Vice President
Finance & Administration, University of Washington*

WHAT'S IN A SIMPLE SUSTAINABILITY STRATEGY?

A Sustainability Strategy generally includes the following key elements:

- Vision:** A statement that defines the desired future state and impact
- Stakeholders:** The groups and individuals who need to be engaged to create a more sustainable event
- Goals:** The broad primary outcomes to be achieved
- Objectives:** The measurable activities that will enable achieving results
- Evaluation Framework:** The measures and indicators that define the results and provide measurable targets

“THE BEST PART OF IMPLEMENTING OUR SUSTAINABILITY STRATEGY WAS CREATING OPPORTUNITIES TO ENGAGE DIRECTLY WITH THE ATHLETES AND THEIR FAMILIES, KNOWING THAT THE WORK WE WERE DOING WAS LEAVING AN IMPRINT THEY WOULD TAKE BACK TO THEIR RESPECTIVE STATES.” —Karlán Jessen, Director of Volunteers & Sustainability
2018 Special Olympics USA Games



WASTE & RECYCLING



ACCESSIBILITY & INCLUSION



SOURCING



FOOD & BEVERAGE



TRANSPORTATION



EDUCATION & LEGACY

KEY GOAL AREAS WITHIN A SUSTAINABILITY STRATEGY

Among organizers of large sporting events, there is general agreement on the core sustainability impacts that need to be managed:



REDUCING WASTE, RECYCLING
AND COMPOSTING



ENERGY EFFICIENCY AND
TRANSPORTATION EMISSIONS
REDUCTIONS



RESPONSIBLE SOURCING AND
INCLUSIVE HIRING PRACTICES



PROMOTING INCLUSION
AND DIVERSITY



PROVIDING EDUCATION ON
SUSTAINABILITY AND LEAVING
A LASTING LEGACY



PROVIDING HEALTHY AND
SUSTAINABLE FOOD AND BEVERAGE
OPTIONS AND LIMITING FOOD WASTE

These core goals can be augmented by other impact areas, such as:



Creating employment opportunities for individuals with Intellectual Disabilities



Local economic development, such as supporting local food production with regional sourcing and “Eat Local” guides



Water conservation, such as water-saving pledges by fans and event participants/athletes in drought areas, water reclamation and graywater reuse



Using and showcasing renewable energy



Donating food to people in need in host communities



Banning single-use plastics such as premiums and souvenirs (e.g. “thundersticks”)



Community-based environmental legacy projects such as tree planting or habitat restoration

Select additional goal areas based on local opportunities and stakeholders’ priorities. While there are many approaches to consider, it’s best to set a realistic number of goals; 6-8 is a good target, (*refer to page 32, to read Where to Learn More for more information on the Leading Frameworks for Sustainable Event Management*).

A SUSTAINABILITY STRATEGY CREATION PROCESS: KEEP IT AUTHENTIC AND KEEP IT SIMPLE

One of the first tasks is to create a process for bringing key stakeholders together in order to build out the strategic plan. It may be helpful to bring in some outside expertise for this purpose, but it's also possible to run internally. Consider the following:

- The people who need to be in the room (see Stakeholder Map, right)
- A time-frame for planning (3-4 months is a good target)
- The resourcing available which will help inform the work plan and activities

Engaging with stakeholders will help identify candidates who will serve on the Sustainability Advisory Committee, (*refer to Section 5 on page 37*).



SUSTAINABILITY TARGETS AND KEY PERFORMANCE INDICATORS

Create specific targets and indicators to measure progress on each sustainability goal area. There are well-established Key Performance Indicators (KPIs) for sustainability, to set targets and track progress (*refer to Section 5 on pages 39 and 40*). It can be helpful to refer to SMART principles (Specific, Measurable, Attainable, Relevant, Time-bound). Make sure that the objectives, targets and indicators chosen are ones that can be readily measured and achieved. Report regularly to the Board of Directors and CEO on these metrics.



USING SUSTAINABILITY ACTION PLANS

WHAT IS THE PURPOSE OF A SUSTAINABILITY ACTION PLAN?

A Sustainability Action Plan is a tool to enable cross-functional teams to deliver on specific objectives and goals within the Sustainability Strategy. The Action Plan is a work plan with key information from the management system, such as targets and indicators. Create one Action Plan for every Sustainability Impact Area (e.g. waste & recycling, accessibility & inclusion) within the Sustainability Strategy. This makes it easy to delegate to others who will be primarily involved in that impact area. As work progresses, Action Plans should be continuously updated to track progress and outstanding tasks.

Setting up your Action Plans well in advance of the Games can make it easier to assess the workload and ensure there's adequate budget and capacity to achieve all goals. Producing Action Plans two years in advance of the Games is recommended, so that additional funding and partnerships can be secured as needed to successfully execute the Action Plans.

THE STRUCTURE OF A SUSTAINABILITY ACTION PLAN

Action Planning flows from the Sustainability Strategy development process. This activity is typically led by the Director of Sustainability, in consultation with the Sustainability Advisory Committee and key internal staff from relevant functional areas. An Action Plan will include the following information:

- Goal title
- Objective(s)
- Sequence of activities to meet your objective(s)
- Timing of activities
- Estimated level of effort required (number of hours or days per person involved)
- Human resources needed – staff, consultants, sponsors, volunteers
- Operational information – project manager, departments, or functional groups involved
- Risks, assumptions, and expectations

(Refer to page 51 for a Sample Action Plan).

"I'M PROUD OF WHAT WE ACCOMPLISHED, THOUGH I KNOW THERE IS MORE THAN WE COULD HAVE DONE. BUT IN THE END, KNOWING THAT WE REDUCED OUR FOOTPRINT AND COMMUNICATED OUR EFFORTS TO ATHLETES AND FAMILIES FEELS GREAT." —Karian Jessen, Director of Volunteers & Sustainability
2018 Special Olympics USA Games



FIVE TIPS FOR CREATING EFFECTIVE SUSTAINABILITY ACTION PLANS

1. CREATE ONE PLAN PER IMPACT AREA
One Action Plan per impact area is a modular approach to sustainability that allows each plan to be handed off to the specific team(s) that will be using it. For example, a waste & recycling plan can be handed off to the Operations group to ensure the venue is inventoried for bin and location requirements and that signage is both ample and effective. It's fine to have some content and activities show up in more than one plan where there are overlapping objectives.

4. SHARE PLANS WIDELY
The value of the Action Plans depends on how widely they are shared with the stakeholders necessary to make them work. Ideally, some of these people have been involved in their creation; those who are hired closer to the Games can be oriented on Action Plans during their onboarding. Action Plans should be shared in detail with the Sustainability Advisory Committee and reported on to senior management.

2. HAVE ONE OR TWO PEOPLE MANAGE THE PLANNING
Action Plans are best drafted by one or two people, and then built out and finalized by working with a slightly larger team of staff and Sustainability Advisory Committee members who will provide feedback and input. The Director of Sustainability can expect to be a lead author for each of the plans.

5. PLAN WITH THE END IN MIND
Strong Action Plans should result in great achievements and great stories. Use Action Plans to help tell those stories as the Games near, and soon after they are done. Include some targets and measures of success that will provide credible numbers to bolster the narrative. This will ensure that systems are established to collect data for the Sustainability Report that will be released shortly after the Games.

3. KEEP IT SIMPLE
Action Plans are not meant to be complicated. They simply estimate tasks, hours of effort, and dollars of budget. Update them periodically as tasks are accomplished, estimates refined, and budgets approved. Having a basic plan that identifies a series of even five steps is more effective than not having any plan at all. Use the distribution of an updated version as a chance to make sure all team members are on track and agree on next steps.

LEVERAGING A RESPONSIBLE SOURCING STRATEGY TO DRIVE YOUR STRATEGY & ACTION PLANS

SOURCING AND PROCUREMENT ARE KEY TO THE SUCCESS OF ALMOST EVERY SUSTAINABILITY GOAL

Responsible Sourcing, also known as Sustainable Sourcing, ensures that major suppliers and vendors who provide products and services to the Games work within clear guidelines to support the goals in the Sustainability Strategy. Consider making Responsible Sourcing a core goal of the Sustainability Strategy. This way, the Games can leverage the great work that suppliers, partners and sponsors are doing around sustainability more broadly, including any certifications they may have obtained for their organization or specific products or services.

Responsible Sourcing considers three risk/impact areas: environmental, ethical, and social. It assesses the potential for desirable sustainability impacts or benefits, and screens for potential risks or negative sustainability impacts. A Responsible Sourcing Action Plan should consider putting minimum standards in place and encouraging leadership to champion the program. Responsible Sourcing should consider not only the quality of items purchased, but also the quantity as it relates to the needs of the organization. Last-minute purchasing and over-ordering can create substantial post-event waste, with deep budgetary impacts and potential risks to reputation and brand image.


MINIMUM STANDARDS

Minimum standards communicate the ethical and environmental standards that all suppliers must meet in order to do business with the Games. These focus on labor, health, and safety issues that align with the International Labour Organization's conventions, but they can also include environmental and social requirements. It is a best practice to have a Supplier Code of Conduct that suppliers commit to as part their contracts, *(refer to page 51 for a Sample Action Plan)*.

PROMOTING AND RECOGNIZING SUSTAINABILITY LEADERSHIP IN SUPPLIERS AND PARTNERS

Promoting supplier leadership on sustainability is a great way to enlist their support in achieving the Sustainability Strategy goals. Start with an exploration of the sustainability work they are already doing around products and operations. A great tool to support this conversation is the Sustainable Leadership Questionnaire, *(refer to page 46 for a Sustainable Leadership Questionnaire)*.

HIGH IMPACT PROCUREMENT: PRODUCT AND SERVICE CATEGORIES THAT ARE HIGH IMPACT OR HIGH PROFILE

There are some Games' sourcing categories in which profiling leadership on sustainability is especially important—items that are highly symbolic and visible, or commodity areas that carry a high risk or opportunity for environmental or social benefits. These include medals, gifts, branded clothing, signage, promotional items, and volunteer meals. It is a good idea to think through the key items that will profile the sustainability work at the Games. To get you started, see the Sustainability Shopping List, *(refer to page 48 Sustainability Shopping List)*. 

LEVERAGING A SUSTAINABILITY MARKETING & COMMUNICATIONS PLAN TO BUILD BRAND VALUE


SUSTAINABILITY IS A GOOD NEWS STORY: MAKE THE MOST OF IT TO BUILD A POSITIVE BRAND FOR YOUR GAMES

Sustainability is a good news story—don't miss the opportunity to use the Sustainability Program to engage stakeholders and build goodwill around the Games' brand. As one example, when fans hear that suppliers and partners are working with Organizers to showcase eco-friendly products, or make commitments to employ people with intellectual disabilities, they may be inspired to make changes in their own realms of influence. That's the legacy impact of a great Sustainability Program.

Maximize impact by using Sustainability Program milestones as an opportunity to share news, anecdotes, and goals with staff, partners and sponsors, suppliers, community groups, government representatives and participating athletes and families. Some examples of news worth sharing:

- The Board has endorsed an inspiring and practical Sustainability Strategy with bold but achievable targets.
- An active, local Sustainability Advisory Committee is working to leverage opportunities and help Organizers.
- Key partners and suppliers are participating in the Sustainability Program and helping to reduce waste and create community benefits.
- New, special projects are being planned, such as green features for Opening/Closing Ceremonies or the Chairperson's Dinner.
- The Games are reporting achievement rates on targets for recycling, water bottle refills, energy savings, etc.

Create a simple Marketing & Communications Plan and share responsibility for implementing it with the Marketing and Communications team. Work together to identify target audiences and develop key messages (**refer to page 55**). Consider how social media may build awareness and drive participation and excitement about sustainability results before, during, and after the Games. For these materials, sustainability staff typically provides the content of messages and marketing staff manages implementation of communication activities and production. For activities like social media, it can help to engage volunteers and community partners as well.

A Director of Sustainability will need to use their leadership skills to inspire colleagues to view sustainability as something that is essential, that offers great opportunities, and that provides a role for all stakeholders to play. The Director can prepare the Board Chair and CEO to champion sustainability work to external audiences with key messages and regular updates, and they should be prepared to serve as a secondary spokesperson and subject matter expert on all aspects of the program, as needed. Above all, the Director of Sustainability is an organizer, an influencer, and a motivator, continually reinforcing that everyone is (or needs to be) working on sustainability together, (**refer to page 34 for some key milestones that can be part of a Sustainability Marketing and Communications Plan**). 

COMMUNICATING WITH KEY GROUPS

ATHLETES, FAMILIES, FANS, AND OFFICIALS

The Special Olympics is an athlete-centered event, and the athletes should be front and center in the Marketing & Communications Plan. As one example, athletes have a huge role to play in reducing the eco-impact of the Games. They need instructions and engagement around recycling, composting, transportation, water bottle refills and other sustainability activities during the Games—outreach should start long before they begin. Closer to the Games, sustainability can be featured in family outreach communications, pre-Games surveys, and general Games registration and information channels. The athletes' welcome bag also provides a prime opportunity to demonstrate sustainability with the thoughtful selection of products (e.g. a reusable water bottle or eco-friendly t-shirt) and helpful messages and reminders.

During the Games, a tool like a Sustainability Passport can be used to directly engage athletes and all participants in the program. A Sustainability Booth can be a central point of the Fan Zone, with supplemental information and interactive games. This content can be provided by partners and sponsors. Encourage partners and sponsors to leverage their onsite presence to reinforce the goals of the Sustainability Strategy. Pay critical attention to signage for recycling. Signage with professionally produced icons, verbiage, and graphics that make it easy to recycle and compost properly have the highest level of effectiveness.


SPECIAL OLYMPICS NORTH AMERICA AND SPECIAL OLYMPICS INTERNATIONAL

Coordinate with Marketing & Communications staff from Special Olympics North America and Special Olympics International, who can amplify messages from the Games. These organizations will be keen to use their relationships with partners to retell the positive stories that are generated by the Sustainability Program. Consider making measurable targets visible throughout the Games as a reminder of the role that all athletes, families and visitors play in the success of the programs.

SUSTAINABILITY ADVISORY COMMITTEE

The Sustainability Advisory Committee creates an important set of ambassadors for the Sustainability Program who can communicate back to their own organizations and other audiences. Members of the Sustainability Advisory Committee not only help refine and strengthen the Sustainability Program, they may also deliver key messages, especially to their own employees and colleagues if they represent partners and sponsors, venue hosts, key suppliers, et.al.

LOCAL COMMUNITY ENGAGEMENT

Local government bodies, universities, environmental groups, and media outlets are just some of the organizations that may have a particular interest in the Games' Sustainability Program, (*refer to page 55 for Sample Sustainability Messaging*). 

4

LEAVING A SUSTAINABILITY LEGACY

LEGACY, INNOVATION & TRANSFORMATION

OPPORTUNITY TO CONTRIBUTE TO THE LEGACY

As discussed previously in this Playbook, Event Organizers have the benefit of learning from, and improving upon, the Sustainability Programs of past events. Sustainability Reports, Playbooks such as this one, and third-party reports may all serve as “instruction manuals” in planning a successful sustainable event. However, most organizers seek not only to meet, but to raise the bar set by past events. By applying past lessons learned and seizing unique opportunities, it is possible to continue raising the bar.

While there are key program elements of every Special Olympics, World Cup, Super Bowl, or any other large event, regardless of where and when they occur, every event is unique. Thus, there will be opportunities for innovation unique to every single event. For example, at the 2018 Special Olympics USA Games, it was the 50th Anniversary of the first Special Olympics in Chicago; the Seattle metro-area was a first-time host; several major partners were engaged for the first time; and the tumultuous social climate of the country brought Special Olympics values like inclusion, kindness, and dignity into sharp focus. All of these factors, along with several others, combined to make the 2018 USA Games “unique, and Organizers did well to seize many innovative opportunities.

2018 SPECIAL OLYMPICS USA GAMES EXAMPLES:



The University of Washington (UW) has a robust Sustainability Program in place around Athletics, Facilities, Dining Services, and Campus Life. The Organizing Committee worked closely with key stakeholders at UW from an early stage of planning, forming a Sustainability Advisory Committee and working together to build a cohesive program with distributed responsibilities.



Seattle boasts excellent transit and bike share options, offering guests great alternatives to driving a personal vehicle. The Organizing Committee established partnerships with Sound Transit, Lyft, and Lime (bike share) to subsidize these services for guests, and the results were impressive: ~5,500 Lime bike trips completed in the UW vicinity, and ~10,000 rides on transit via ORCA cards distributed to guests on arrival.



Microsoft, one of the largest and most influential technology companies in the world, has been headquartered in the Seattle area since 1986, and is the 2nd-largest employer in the metro area. It has also been a leader on sustainability issues for many years. Thus, Microsoft was an excellent fit as the “Premier Partner” of the 2018 Special Olympics USA Games. And when the Organizing Committee needed additional support to put its sustainability plan into action, Microsoft was willing to step in and provide that support, enabling the 2018 USA Games to set a new benchmark for sustainability.



Seattle’s major league sports franchises are recognized leaders in sustainability or “green sports,” and with two of them in season during the Games—the Mariners (MLB) and the Sounders (MLS)—there was an excellent opportunity for Special Olympics athletes to have group outings to exciting games (traveling en masse by light rail), and to witness top-level sustainability performance at the club/venue level.



Seattle University graduate students conducted an in-depth survey of athletes and their families regarding their interest and behaviors with respect to sustainability and inclusion. The study engaged more than 275 athletes and families in pre-Games and post-Games surveys to learn their attitudes and interests. The post-Games survey results will be invaluable to future Games organizers in terms of planning sustainability outreach and engagement activities.



Cedar Grove, with multiple locations in the Seattle metro area, is an industry leader in composting, diverting more than 350,000 tons of residential and commercial yard and food waste annually from landfills. It is also one of few composting companies with adequate facilities and volume of organic material to effectively process compostable cups, plates, and cutlery. Working with Cedar Grove not only enabled the 2018 USA Games to achieve a much higher waste diversion rate than would have been possible otherwise, it also introduced thousands of guests to the very idea of composting for the first time. Testimonials reflect guests’ interest and excitement about how such a system functions and how they may pursue it in their own communities across the country.

A GAMES SUSTAINABILITY IMPACT REPORT: TELLING THE SUSTAINABILITY STORY OF YOUR EVENT

TELLING THE STORY AND BEING TRANSPARENT WITH THE RESULTS


A high-quality Sustainability Report allows a wide range of stakeholders to understand both the big picture and the nitty gritty details of how sustainability was activated at your event. It may be used as a case study, guide, motivation for staff or partners, material for partner and sponsor recruitment, and much more. Most importantly, a Sustainability Report ensures the actions taken and results achieved will not be forgotten, but rather will be available for future organizers to continually learn from and improve upon, *(refer to page 56 for an outline of a high-quality Sustainability Report)*. There are a few things to keep in mind to ensure you have the information needed to prepare a compelling report.

COLLECTING AND EVALUATING DATA

The best Sustainability Reports are mostly written by the time the event gets underway. Throughout the planning and implementation of a Sustainability Program, all actions should be catalogued and organized. Then, once the event is complete and the results roll in, the report can be filled out or completed with hard data, survey responses, notable anecdotes and visual content such as photos, videos, and infographics. Don't underestimate how much planning is required to get good data. Much of data collection and tracking is the responsibility of other stakeholders or partners. It is necessary to communicate the needs and expectations around data collection and reporting. Provide ample lead time and clear, easy-to-use templates and instructions. Lots of data is nice to have, but only some data is necessary. The Sustainability Strategy and key goal areas will define the data that is critical to support the chosen metrics for the management system.

COLLECTING ANECDOTES AND PERSONAL STORIES

Good reports tell authentic stories that recognize achievements and inspire others to take action. Collect personal testimonials from participants, organizers, and partners and sponsors to enhance the relevance and attractiveness of the report. Create a template to collect some success stories in advance and aim to capture images and quotes to support them.

Perhaps the greatest opportunity for positive impact in hosting an event is not the waste diverted from landfills or the percent of renewable energy sourced, but in the long-lasting effects a sustainable event may have on a range of stakeholders. Whether an attendee using tri-sort waste stations for the first time, a staffer crafting an unprecedented partnership with local transit services, or a sponsor showing up to promote their own company's sustainability efforts to guests, the personal experiences of various event stakeholders may inspire lasting behavior changes, advocacy, and new sustainability policies enacted in the workplace. Sustainability presents a great opportunity for organizers to "do good" in ways that may reverberate for years beyond the event itself. In order for the Sustainability Program of the Games to reach and inspire the maximum number of people, a high-quality, transparent, Sustainability Report is absolutely necessary. 



8 KEY SUCCESS FACTORS FOR A SUSTAINABLE EVENT:

1. Bold leadership from Board of Directors and CEO
2. Dedicated Staff Position (Director of Sustainability or equivalent)
3. Adequate resourcing
4. Simple, inspiring strategy; well-defined goals; clear targets
5. Deep engagement with partners and sponsors, suppliers, and vendors
6. Active and operational Sustainability Advisory Committee
7. High-quality, ubiquitous signage
8. Large onsite 'Green Team' to assist guests and act as stewards of the Sustainability Program

We hope this Playbook provides a roadmap on how to organize a Special Olympics USA Games (or other large event) that fully incorporates sustainability, and leverages the myriad benefits that come from a robust Sustainability Strategy. The Toolkit that follows provides samples, tools, and templates that may be used or adapted to make sustainability an easy win at future events. 🌱

WHERE TO LEARN MORE

The following resources provide additional information on sustainable event standards, strategy and implementation:

- AISTS Sustainable Sport and Event Toolkit
- Carbon Disclosure Project
- EU Eco-Management and Audit Scheme
- Global Reporting Initiative
- GHG Protocol
- Green Sports Alliance
- International Labour Standards
- ISO 20121 / ISO 14001
- ISO 9001 / ISO 26001
- NRDC Greening Advisor
- Social Accountability International's SA8000
- Sustainable Event Management: A Practical Guide
- The Council for Responsible Sport
- UEFA/WWF Playing For Our Planet Report
- UN Global Compact
- UN Sustainable Development Goals

5

**YOUR SUSTAINABILITY TOOLKIT:
POLICIES, PLANS, TEMPLATES
& CHECKLISTS**

HOW TO USE THIS TOOLKIT

This Legacy Toolkit is a package of tools and templates for creating and implementing a Sustainability Program that is operationally efficient and that delivers lasting positive legacy. The Toolkit will help with the following:

- Hiring a Director of Sustainability
- Creating a Sustainability Strategy and Action Plans
- Recruiting Sustainability Volunteers
- Building out a Responsible Sourcing Program
- Engaging stakeholders and communicating on sustainability
- Providing other tools and tips to implement a Sustainability Program

Many of these samples are drawn from documents created for the 2018 Special Olympics USA Games. Each tool has a short summary describing what it is used for, who uses it, and when they should use it. These samples are open source—readers are welcome to use the sample exactly as it is, copy and adapt it, or draw inspiration from it in the creation of different tools.

Job descriptions, policies, or metrics around impacts from the Games can be directly transferable to the next. The authors encourage the Organizing Committee of the 2022 Special Olympics USA Games (and beyond) to reuse as much as possible, while expanding and improving upon these tools and transferring lessons learned.

THE CONTENTS OF THE TOOLKIT ARE AS FOLLOWS:

- A. JOB DESCRIPTION FOR A DIRECTOR OF SUSTAINABILITY**
- B. SUSTAINABILITY ADVISORY COMMITTEE TERMS OF REFERENCE**
- C. SUSTAINABILITY STRATEGY**
- D. RESPONSIBLE SOURCING POLICY**
- E. SUPPLIER CODE OF CONDUCT**
- F. SUSTAINABILITY LEADERSHIP QUESTIONNAIRE FOR SUPPLIERS & PARTNERS**
- G. GAMES ORGANIZER SUSTAINABILITY SHOPPING LIST**
- H. SUSTAINABILITY PROGRAM ACTION PLAN**
- I. SUSTAINABILITY MESSAGING**
- J. SUSTAINABILITY REPORT OUTLINE**
- K. VOLUNTEER ROLE DESCRIPTIONS**



SUSTAINABILITY LIFECYCLE FOR A SPECIAL OLYMPICS USA GAMES

Unless sustainability has already been included in the Bid, a USA Games Sustainability Program begins with the hiring of the CEO and the creation of a Sustainability Strategy by the Organizing Committee. A Sustainability Strategy typically has a lifecycle of 2-3 years. This lifecycle can be considered in three phases:

1. PLANNING

Laying the groundwork for a sustainable event through planning, stakeholder engagement, and program development.

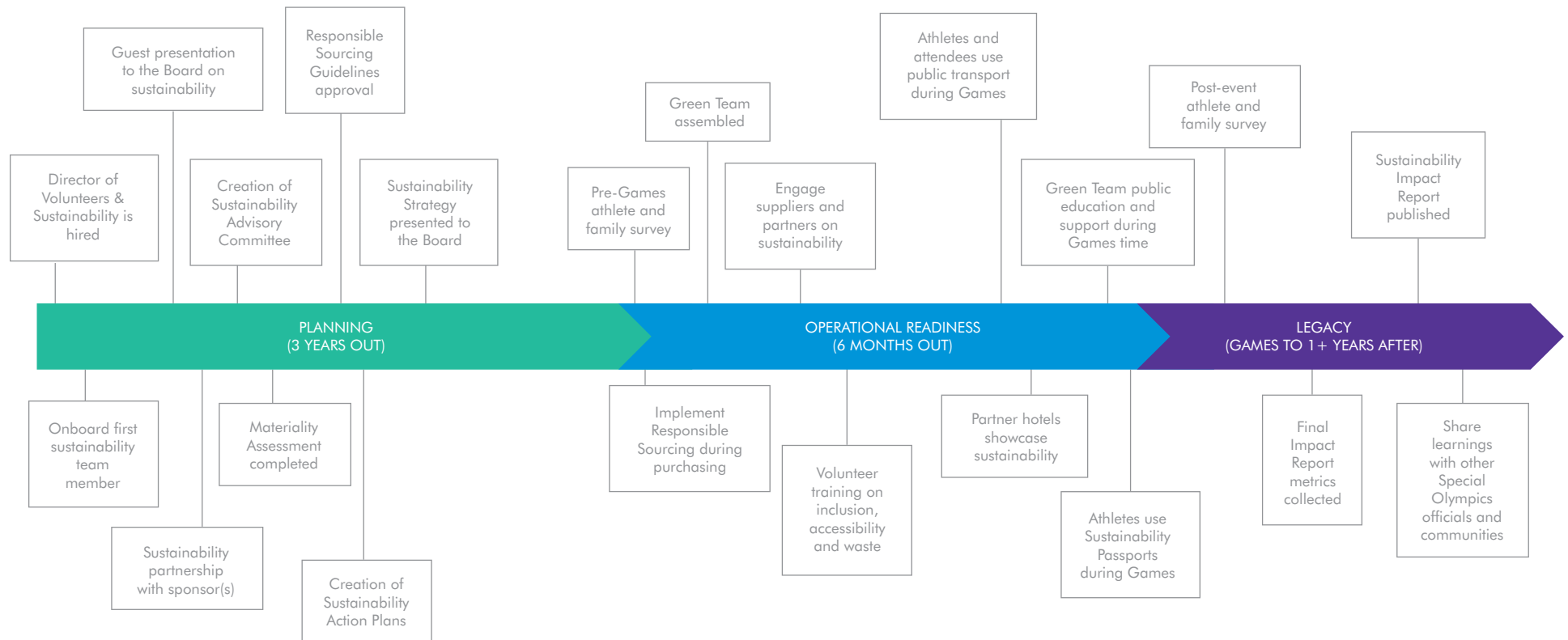
2. OPERATIONAL READINESS

Critical path of preparation to host the Games.

3. LEGACY IMPACTS

Reporting on sustainability achievements, assessing performance, and sharing lessons learned.

The timeline below, adapted from the 2018 Special Olympics USA Games, provides an overview of these three phases and some of the key milestones in each.



A. JOB DESCRIPTION FOR A DIRECTOR OF SUSTAINABILITY

WHAT IS IT FOR?	A recruitment tool to hire a key senior role in the organization to lead the Sustainability Program
WHO USES IT?	The CEO, COO, or HR recruiting firm uses the attached job description (or a variation upon it) to recruit for the Director of Sustainability. This is a senior-level position that must have the ability to demonstrate strong leadership and project management skills. This role combines project management, strategy, and ambassadorship.
WHEN TO USE IT?	This role should be posted as early as possible in the lifecycle of the Organizing Committee—especially because some of their early work involves organizational strategy and brand positioning. The Director of Sustainability should be onboarded as part of the executive or senior leadership team, or as one of the first Directors. At a minimum, this role should be staffed two years prior to the Games in order to influence work around organizational strategy, partnerships, and sourcing. This role could be contracted or potentially filled through a secondment from a partner or sponsor organization.

- POSITION:

Director of Sustainability (FT, starting Games minus two yrs.)
- REPORTING RELATIONSHIPS:

CEO
- ROLE DESCRIPTION:

As the Director of Sustainability, you will have an amazing opportunity to contribute to new social and environmental innovations at an event that has huge and far-reaching legacy impacts. In your role, you'll help build a positive brand for the Games and champion causes like recycling, inclusion in the supply chain, and active transportation, and thereby leave a positive legacy on your community, Games stakeholders, and the broader Special Olympics movement.

This is both a demanding and rewarding role that will enable you to work with many different Games stakeholders, and enable you to make contacts and gain experience in a career sector with growing opportunities. This role reports to the CEO and will work very closely with the management staff or management team member accountable for sourcing and procurement, since so many of the sustainability goals are impacted by sourcing decisions.

KEY RESPONSIBILITIES

The Director of Sustainability provides top-level strategic oversight of the entire Games Sustainability Program, as well as daily project management on multiple projects occurring simultaneously, including the following:

- Creating a Sustainability Strategy and accompanying Action Plans for the Games
- Ensuring the Action Plans are sufficiently resourced
- Engaging and managing a Sustainability Advisory Committee
- Working closely with the Procurement/Sourcing team to implement sourcing guidelines and apply a strategic approach to a list of High Impact Procurement Opportunities (HIPOs)
- Working closely with the Partnership group to ensure that partners/sponsors are encouraged (or required) to showcase initiatives around environmental and/or social sustainability
- Working closely with the Operations and Venues groups to ensure adequate waste, transportation, and material repurposing programs are tested prior to the Games
- Working closely with the Marketing & Communications team to highlight and showcase the innovative sustainability efforts of the Games—both in the lead-up to and during the Games
- Working closely with and training Green Team volunteers both in-person and through the creation of web-based learning tools
- Organizing to produce a Sustainability Impact Report that documents performance and lessons learned during the planning and execution of the Games

EXPERIENCE AND QUALIFICATIONS

The Director of Sustainability will possess the following qualifications:

- Minimum 5 years of experience in a Sustainability Manager Role (or equivalent)
- B.A./B.S. in related field, preferably post-secondary education + relevant work experience
- Solid understanding of sustainability in a general context, as well as understanding of specific environmental and social issues in Games/major sports event context
- Ability and desire to act as a leader around sustainable office habits like active transportation, inclusion, etc.
- Excellent interpersonal and partnership development skills
- Capable team leader; ability to delegate and effectively manage team members
- Excellent communication skills (written/verbal)
- Effective multi-tasker; ability to think on one's feet and adjust when conditions suddenly change
- Prior Games or event experience preferred; prior event waste management experience preferred

B. TERMS OF REFERENCE FOR A SUSTAINABILITY ADVISORY COMMITTEE

WHAT IS IT FOR?	This tool provides a framework for how a Sustainability Advisory Committee (SAC) can be established to provide support and oversight to the Games Sustainability Program. This sample is adapted from the framework used by the 2018 Special Olympics USA Games.
WHO USES IT?	Director of Sustainability and members of the Sustainability Advisory Committee
WHEN TO USE IT?	Before and during recruiting of the Sustainability Advisory Committee members and periodically to validate that the Committee is fulfilling its mandate.

PURPOSE OF THE SUSTAINABILITY ADVISORY COMMITTEE

To share expertise, critically assess findings and ultimately provide the counsel on how the Games can best develop and implement a robust Sustainability Strategy and Program.

ROLES AND RESPONSIBILITIES

To support successful development and implementation process for a Games Sustainability Strategy and Program through the following:

- Participating in the creation of the Sustainability Strategy and Sustainability Action Plans
- Identifying strategies for engaging sponsors and helping to scope potential innovation projects
- Acting as a channel of communication within their organization on specific projects
- Identifying potential community, industry, or other contacts that may be able to support various projects
- Providing recommendations on potential financial models to support key projects
- Making recommendations and reviewing a finalized Sustainability Impact Report

MEMBERSHIP

- Key partners/sponsors
- Venue hosts
- Athlete
- Green Team volunteer
- Games staff from Procurement, Marketing & Communications, and Partnerships
- Local non-profit environmental, inclusion, sustainability groups

FREQUENCY OF MEETINGS AND ADDITIONAL EXPECTATIONS

The SAC will be led or chaired by the Director of Sustainability. The SAC will hold meetings every 2-3 months or as required, which will be coordinated by the Director of Sustainability or a member of their team. Meetings will typically be 60-90 minutes.

C. SUSTAINABILITY STRATEGY

WHAT IS IT FOR?	The Sustainability Strategy lays out the framework of what actions to take and how to track them. It provides the management system with targets on what is to be achieved, and how progress will be measured. This sample is adapted from the Sustainability Strategy of the 2018 Special Olympics USA Games.
WHO USES IT?	Board; CEO; Director of Sustainability
WHEN TO USE IT?	The best Games Sustainability Strategies are the ones that are developed early. The Strategy process will be led by the Director of Sustainability, so this role must be filled first. Ideally the Sustainability Strategy planning will get started at least 3 years prior to the Games. The Strategy development process should take approximately 3-4 months from start to finish.

WHAT SUSTAINABILITY MEANS TO US

Sustainability, in the context of the Games, means planning and running our event in a manner that minimizes negative ethical or environmental impacts, while achieving maximum social and economic benefits for our local community in Seattle, and the global community that is touched by the Special Olympics movement.

OUR VISION FOR SUSTAINABILITY

The 2018 Special Olympics USA Games in Seattle will set a new standard for environmental and social sustainability in the Special Olympics, applying the best practices of eco-friendly sporting events worldwide, and modeling the ideals of inclusion and respect the Special Olympics movement represents.

OUR STAKEHOLDERS

Sustainability is intimately connected to all of the work we do for the 2018 Special Olympics USA Games. As such, it touches on most of our stakeholders: our Organizing Committee; host city; venues, partners, sponsors, and suppliers; athletes and their families; volunteers and fans. Our Stakeholder Map (**shown on page 21**) provides an overview of who is most involved in our sustainability work.

MONITORING AND EVALUATION FRAMEWORK

We commit to monitoring our advancement toward achieving the sustainability goals and objectives outlined in this strategy. The table below outlines selected indicators and targets to track progress on two goals: (1) Maximize Waste Diversion, and (2) Maximize Positive Supply Chain Impacts.

GOAL	OBJECTIVES	INDICATORS	TARGETS
MAXIMIZE WASTE DIVERSION	1: Ensure ample tri-sort waste stations present at all 2018 SO USA Games events and facilities	Percentage of venues where tri-sort bins with consistent signage are available	75%+ landfill waste diversion rate for entire event
	2: Educate and assist with waste sorting at 2018 Special Olympics USA Games events	Percentage of waste stations with volunteers posted	100% of waste stations staffed by Green Team member
	3: Use and distribute reusable, compostable, or recyclable food service ware at all 2018 Special Olympics USA Games events and facilities	Percentage of food/beverage containers that are reusable, compostable, or recyclable	100% of food service ware shall be reusable/compostable/recyclable
MAXIMIZE POSITIVE SUPPLY CHAIN IMPACTS	1: Follow the 2018 Special Olympics USA Games Responsible Sourcing Guidelines and use Responsible Sourcing tools	Number or percentage of purchases in which sustainability was considered	80% of vendors have verifiable sustainability initiatives/standards
	2: Collaborate with suppliers and sponsors to advance sustainability goals and showcase innovative eco-technologies	Number of eco-technologies or products purchased, used, or showcased; Number of sustainable procurement success stories	50% of all major contracts or Value-in-Kind partnerships (VIK) include a sustainability benefit within the product or service offering; 3 green procurement success stories
	3: Collaborate with suppliers and sponsors to maximize social value in service contracts and create local training and employment opportunities for people with intellectual disabilities	Number of social or inclusive procurement success stories	Every item in officials' gift bags has a social purpose; 3 social procurement success stories
	4: Ensure all suppliers and merchandisers comply with the 2018 Special Olympics USA Games Code of Conduct for suppliers and partners to promote fair labor practices in the supply chain	Percentage of suppliers/partners that sign the Code of Conduct	100% of sponsors and major suppliers commit to the minimum standards in the Responsible Sourcing Policy and Code of Conduct

D. RESPONSIBLE SOURCING POLICY

WHAT IS IT FOR?	Putting a Responsible Sourcing Policy in place can help guide and coordinate the work of multiple groups or functional areas working on sustainability and procurement. It can also help to communicate sustainability goals and expectations to partners and suppliers. A good policy sets out how sustainability will be embedded into the procurement process and provides tools for evaluating the sustainability performance of products and services and the organizations that supply them. This sample is adapted from the Policy developed for the 2018 Special Olympics USA Games.
WHO USES IT?	Sustainability; Operations; Finance; Partners and Sponsors; Suppliers
WHEN TO USE IT?	The Policy will be used to influence the earliest agreements with partners and suppliers at both the pre-qualification and contracting stages of relationships. The Policy should be publicized as part of the outreach to sponsors and suppliers, and be used to encourage innovative suppliers to showcase and add value through eco-efficiency and social inclusion initiatives.

CONTEXT

The Special Olympics USA Games will set a new standard for environmental and social sustainability for Special Olympics, applying the best practices of eco-friendly sporting events worldwide, and modeling the ideals of inclusion and respect the Special Olympics movement represents. As such, the Special Olympics USA Games are committed to embedding sustainability into our purchasing decisions and ensuring meaningful consideration of social and environmental criteria when selecting suppliers, products, and services. Our purchasing decisions will mitigate risks to our brand, drive innovation, improve workplace and environmental outcomes, and support our commitment to be accountable to the communities that we serve. We ask and expect that our suppliers contribute to improved outcomes for people and planet.

HOW WE WILL PRACTICE RESPONSIBLE SOURCING FOR THE SPECIAL OLYMPICS USA GAMES

When evaluating partners, suppliers, and their subcontractors: The 2018 Special Olympics USA Games will include sustainability as a weighted component of the evaluation criteria, to address sustainability risks and capitalize on opportunities. When receiving in-kind goods and services from partners: We will work to improve environmental and social impacts. When making Sourcing decisions we will do the following:

- Weigh sustainability: Include sustainability specifications relevant to the product or service in question in Requests for Proposals (RFPs), tenders, and single-sourcing contracts, and seek to minimize harmful sustainability impacts while balancing performance, price, and quality
- Consider type and quantity of materials purchased to maximize potential repurposing and limit post-Games waste
- Encourage innovation: Recognize and reward partners and suppliers that demonstrate sustainability leadership, and collaboratively engage other suppliers to improve sustainability performance
- Collaborate and engage: Engage with our partners and suppliers so that they and their subcontractors demonstrate strong workplace health and safety performance. Suppliers shall meet, at a minimum, the standards outlined in our Code of Conduct and we commit to working with them toward exceeding these standards
- Purchase the product or service that provides the best total value to the Games: Ensure that the Games are receiving the best value from our purchases based on a total cost of ownership approach, including consideration for environmental, social, economic, and governance costs and benefits (where reasonably quantifiable)
- Make measurable improvements: Track and evaluate our progress on Responsible Sourcing, and report periodically on the strides we have made

WHAT WE ASK OF OUR SUPPLIERS & PARTNERS

In the procurement of goods and services, our consideration of sustainability gives priority focus to issues pertaining to the impact areas from our Sustainability Strategy. Nested under our Sustainability Impact Areas, we have several priorities that are relevant to the goods and services that our suppliers are providing. We commit to engaging with suppliers to ask that they consider the requests in column 2 of the table below, and endeavor to fulfill them where possible, and where they are relevant to the suppliers' business and the products or services they are providing to the Games. Later, we may ask suppliers to tell us about how they do (or could) fulfill the requests below. We may also ask suppliers to provide some reporting on consumption of resources, fuel use, or other metrics. The table below reports on selected goals for illustrative purposes.

GOAL	REQUESTED OF SUPPLIERS
WASTE REDUCTION	<ul style="list-style-type: none">• Reduce or eliminate packaging where possible; take back packaging; ensure packaging is recycled or reused responsibly• Provide products that are made of recyclable, renewable, or compostable materials• Provide products that are easily recycled in conventional recycling streams
ENERGY EFFICIENCY	<ul style="list-style-type: none">• Provide energy efficient options for products or equipment we purchase from your company
ACCESSIBILITY & INCLUSION	<ul style="list-style-type: none">• Where possible, provide opportunities (e.g. employment, training, apprenticeship) to people with intellectual and/or physical disabilities
EDUCATION & LEGACY	<ul style="list-style-type: none">• Provide Organizing Committee with information and stories about your environmental and social sustainability work and success stories• Where environmental or social features of your product or service exist, endeavor to promote that as part of your branding

WHO IMPLEMENTS RESPONSIBLE SOURCING?

Ownership of Responsible Sourcing stretches across a few departments at the 2018 Special Olympics USA Games. We recognize the following roles and responsibilities:

- VP of Finance or Operations: Implement the Responsible Sourcing Guidelines
- Director of Sustainability: Coaching and providing social and environmental subject matter expertise
- Everyone: Share your experience in applying Responsible Sourcing criteria

OUR RESPONSIBLE SOURCING PRINCIPLES

As the Organizing Committee for the 2018 Special Olympics USA Games, we continuously improve how we do business. We recognize that sustainability is already considered in some of our purchasing decisions, but as we implement our new guidelines we expect our team members to formally incorporate sustainability criteria on a regular and consistent basis. In addition, we invite employees to go above and beyond by thinking creatively and seizing opportunities for innovation. To do this, we plan to do the following:

- Get started now: Going forward, we expect all employees to apply the tools or guidelines that are appropriate to the product or service and method of procurement at hand
- Get better all the time: Strive for continuous improvement in our practices
- Recognize the journey: Keep in mind that this is a journey, and that we will refine initiatives as we go
- Be flexible: Use different approaches as appropriate for different procurement needs, and understand that we can and should expand, adjust, and refine our program over time

E. SUPPLIER CODE OF CONDUCT

WHAT IS IT FOR?	The Supplier Code of Conduct sets out minimum standards for ethical and environmental practices that all suppliers must meet in order to do business with the Special Olympics USA Games. These traditionally focus on labor, health, and safety issues that align with the International Labour Organization’s conventions, but they can also include environmental and social requirements. This sample is adapted from the Code developed for the 2018 Special Olympics USA Games.
WHO USES IT?	Sustainability; Operations; Finance
WHEN TO USE IT?	With partners and suppliers at pre-qualification and contracting stages, so any partner or supplier is aware of the expectations with respect to health, safety and fair labor practices; the Code is typically used on an ongoing basis as part of the Terms and Conditions for any agreements with suppliers, partners or sponsors.

Our Supplier Code of Conduct is one element of our commitment to safe and healthy workplaces for the people who make products or provide services for the Special Olympics USA Games. This Code identifies the minimum standards we expect of our suppliers, including in-kind sponsors; the Special Olympics USA Games’ goal is for suppliers to exceed this minimum by demonstrating sustainability leadership and innovation.

The Special Olympics USA Games Supplier Code of Conduct sets out the minimum standards for our suppliers and their subcontractors to promote safe and healthy workplaces, basic fair labor practices and environmental responsibility. These minimum workplace performance standards are based on the core labor conventions of the International Labour Organization (ILO). We expect all of our suppliers to declare their compliance with the standards in this Code and ensure the standards are being upheld by any of their subcontractors.

New suppliers will sign the Code of Conduct when they enter into a business relationship with the Special Olympics USA Games; we will work with existing suppliers to obtain their agreement, starting with the largest dollar-value contracts and/or most high-risk suppliers. We expect our suppliers to inform us of any challenges they may have in meeting the standards within this Code, and we will work with and support suppliers who are committed to continuously improving their workplace practices.

FORCED LABOR

The supplier shall employ workers who choose to be employed by the supplier's company. No forced labor, whether in the form of prison labor, indentured labor, bonded labor or otherwise shall be used. All work shall be voluntary, and workers shall be free to leave upon reasonable notice.

CHILD LABOR

No person shall be employed at an age younger than 15 (or 14 where the law of the country of manufacture allows) or younger than the age for completing compulsory education in the country of manufacture where such age is higher than 15. Where hazardous working conditions exist, workers must be at least 18 years of age. The use of legitimate workplace apprenticeship programs, which comply with all laws and regulations, is permitted.

NON-DISCRIMINATION

No person shall be subject to any discrimination in employment, including hiring, salary, benefits, advancement, discipline, termination or retirement, on the basis of gender, race, religion, age, disability, sexual orientation, nationality, political opinion, or social or ethnic origin.

HEALTH AND SAFETY

Employers shall provide a safe and healthy working environment to prevent accidents and injury to health arising out of, linked with, or occurring in the course of work or as a result of the operation of employer facilities. Employees must be made aware of health and safety guidelines in terms of equipment, training, and work practices.

EMPLOYEE TREATMENT

The supplier's employees and subcontractors shall be treated with respect and dignity. No employee shall be subject to any physical, sexual, psychological or verbal harassment or abuse.

FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING

The supplier shall work directly with employees to find solutions to any outstanding legal and employment issues while at all times respecting worker rights to obtain representation and/or bargain collectively.

WAGES, BENEFITS & OVERTIME

Employers recognize that wages are essential to meeting employees' basic needs. Employers shall pay employees at least the minimum wage required by local law or the prevailing industry wage, whichever is higher, and shall provide legally mandated benefits. In addition to their compensation for regular hours of work, employees shall be compensated for overtime hours at such premium rate as is legally required in the country of manufacture or, in those countries where such laws do not exist, at a rate at least equal to their regular hourly compensation rate.

HOURS OF WORK

Workweeks are not to exceed the maximum set by local law. Further, a workweek should not be more than 60 hours per week, including overtime, except in emergency or extraordinary situations.

ENVIRONMENTAL RESPONSIBILITY

Suppliers shall take responsibility to reduce the environmental impact of their products and services as well as their overall operations or 'in-house' practices (e.g. energy conservation in their buildings). Suppliers must not be in violation of any national or regional environmental regulations.

ANTI-CORRUPTION BUSINESS PRACTICES

The supplier will not, directly or indirectly, pay, give, offer or promise anything of value to any local or foreign government official (or to any person for the benefit of a government official) for the purpose of corruptly causing the government official to improperly act or use his or her influence in obtaining or retaining any business or securing any improper advantage for the Games or the supplier.

PRODUCT SAFETY

Suppliers shall comply with all applicable laws and regulations regarding safety of products.

SUBCONTRACTORS & THEIR SOURCES

We require all businesses that support our business as subcontractors, manufacturers or sources of goods to comply with all of the same policies stated in the 2018 Special Olympics USA Games Supplier Code of Conduct. All subcontractors and their suppliers are required to comply with all applicable and national laws. Direct suppliers to the Games are expected to monitor their subcontractors, manufacturers or sources of goods for meeting or exceeding the 2018 Special Olympics USA Games Supplier Code of Conduct, and supply chains are expected to be transparent and traceable.

DECLARATION OF THE SUPPLIER:

We hereby declare the following:

We have received a copy of the "Code of Conduct for SO USA Games Suppliers" (hereinafter referred to as the "Code of Conduct") and hereby commit ourselves, in addition to our commitments set out in the supply agreements with SO USA Games, to comply with its principles and requirements.

We agree that this declaration is subject to the substantive law in the United States of America without reference to any of its conflict of law rules.

This document must be signed by an authorized representative of the company and returned to Special Olympics USA Games within 20 working days of receipt.

Organization Name: _____

Contact Name: _____ Title: _____

Signature: _____ Date: _____

F. SUSTAINABILITY LEADERSHIP QUESTIONNAIRE FOR SUPPLIERS & PARTNERS

WHAT IS IT FOR?	A Sustainability Leadership Questionnaire is a great tool to help you engage partners and suppliers in contributing to accomplishing the goals in your Sustainability Strategy. This tool will help you understand the work they are already doing to make their products and operations sustainable. The questionnaire should be tailored to the specific goals in the Sustainability Strategy. It finds points of connection between your goals and strengths of partners and suppliers.
WHO USES IT?	Sustainability; Operations; Finance
WHEN TO USE IT?	With sponsors and suppliers (at pre-qualification and contracting stages) at the time of open-bid competitions in key supply categories—or as part of the onboarding process for new partners and suppliers; used on an ongoing basis as new relationships are formed.

PURPOSE OF THE SUSTAINABILITY LEADERSHIP QUESTIONNAIRE

The 2018 Special Olympics USA Games in Seattle will set a new standard for environmental and social sustainability in the Special Olympics, applying the best practices of eco-friendly sporting events worldwide, and modeling the ideals of inclusion and respect that the Special Olympics movement represents. As such, the Special Olympics USA Games Organizing Committee is committed to embedding sustainability into our purchasing decisions and ensuring meaningful consideration of social and environmental criteria when selecting suppliers, products, and services. We ask and expect that our suppliers contribute to improved outcomes for people and planet and will recognize suppliers that are demonstrating sustainability leadership and innovation—both within the products and services offered, and within their overall corporate operations.

This short questionnaire is a tool that the Organizing Committee is using to better understand where our suppliers are demonstrating environmental and social sustainability leadership. It is used to profile and collect data from suppliers on a self-disclosure basis.

Please answer the following questions to help us assess the areas of sustainability innovation and leadership your organization prides itself on. Please focus on the practices particular to your operating company or division at the local level—not only those of parent or subsidiary entities. Note that your responses will be used for internal purposes only.

AREA 1: MANAGEMENT SYSTEMS & REPORTING

1. Tell us about any certifications, accreditations, or documented policies your organization has adopted related to Environmental Management Systems or Sustainability. Do you have targets associated with these policies? Is performance against these policies or targets measured, audited and/or reported?
2. Tell us about any Environmental, Sustainability, or Corporate Social Responsibility (CSR) Reporting that your organization conducts. Is your reporting public? Is it independently audited? Do you adhere to any recognized CSR reporting standards?

AREA 2: ENVIRONMENTAL PRACTICES

3. Tell us about your specific policies or practices related to reducing waste, recycling and composting, as well as your efforts to reduce packaging.
4. Tell us about your specific policies or practices related to reducing greenhouse gas emissions (GHGs). Have you conducted any kind of Carbon Footprint Analysis? Are you part of the Carbon Disclosure Project? Do you have a carbon offsetting program?
5. Tell us about your specific policies or practices related to energy and water efficiency and conservation.

AREA 3: SUPPLY CHAIN & PROCUREMENT

6. Tell us about any documented policies or practices your organization has adopted related to sustainable purchasing, green purchasing, or ethical sourcing. Do you have targets associated with these policies? Is performance against these policies or targets measured, audited and/or reported?

AREA 4: ACCESSIBILITY, INCLUSION AND WORKPLACE PRACTICES

7. Tell us about any documented policies, practices, or programs that your organization has adopted with respect to diversity and equality as it pertains to designated groups (e.g. persons with disabilities, minorities, women). Do you have targets associated with these policies? Is performance against these policies or targets measured, audited and/or reported?
8. Tell us about any specific strategies you have to support persons with disabilities, including people with intellectual disabilities (e.g., training, employment, subcontract work, financial commitment, capacity building, etc.). Do you have targets associated with these initiatives? Is performance against these targets measured, audited and/or reported?
9. Tell us how your organization promotes and maintains a barrier-free workplace and facilities. Do your facilities meet ADA accessibility standards?
10. Tell us how your organization promotes accessibility and inclusion to employees and other stakeholders. What are your practices with respect to charitable or philanthropic programs? How are employees encouraged to volunteer in the community?

AREA 5: ADDITIONAL LEADERSHIP ACTIVITIES

11. Please describe anything else you would like us to know about your organization's leadership and innovation around sustainability.

Organization Name: _____

Contact Name: _____ Title: _____

Signature: _____ Date: _____

G. GAMES ORGANIZER SUSTAINABILITY SHOPPING LIST

WHAT IS IT FOR?	High Impact Procurement Opportunities (HIPOs) are product and service categories that have substantial public profile, are high-volume or have a significant associated environmental or social risk and/or opportunity. These HIPOs should be priority areas for attention when it comes to sustainability. This sample is adapted from a tool developed for the 2018 Special Olympics USA Games. It is a sample for illustrative purposes and was created by Games staff via a series of brainstorming and planning discussions.
WHO USES IT?	Sustainability; Operations; Finance; Development; Marketing & Communications
WHEN TO USE IT?	The Sustainability Shopping List should be created in parallel with the Sustainability Strategy and Action Plans, 3-4 years in advance of the Games; this is reasonable as many of the requirements and material supplies don't vary considerably from Games to Games. Use this tool to guide conversations with potential suppliers and partners as a companion to the Responsible Sourcing Policy.

PRODUCT / SERVICE	POTENTIAL RISKS	POTENTIAL OPPORTUNITIES
Volunteer Food & Lunches Lunch box/bags	<ul style="list-style-type: none"> • Poor food quality • High-profile item • Excess packaging and food waste 	<ul style="list-style-type: none"> • Social enterprises • Local food • Fairtrade certification • Donation of leftover (untouched) food
Banners/Flags/Ribbons/Signs Pole banners, flagging, banners and signs at event sites, signs for waste stations	<ul style="list-style-type: none"> • Waste • Excess Expense 	<ul style="list-style-type: none"> • Donate to venues/local organizations • Repurpose for bags or totes • Minimize branding or dating that limits reuse • Cost reductions

PRODUCT / SERVICE	POTENTIAL RISKS	POTENTIAL OPPORTUNITIES
Receptions & Catering Services Founders Reception	<ul style="list-style-type: none"> • Waste • Poor food quality 	<ul style="list-style-type: none"> • Zero waste • Local food goals • Social enterprises • Local craft beer and wines • Fairtrade certification • Food donation
Tents for event booths, athlete and volunteer areas, Fan Zone	<ul style="list-style-type: none"> • Packaging or delivery waste 	<ul style="list-style-type: none"> • Employment and skill development opportunity for workers with intellectual disabilities; 4-5 positions created for duration of Games
Event Furniture Tables, chairs	<ul style="list-style-type: none"> • Packaging waste 	<ul style="list-style-type: none"> • Employment and skill development opportunity for workers with intellectual disabilities; 4-5 positions created for prep and duration of Games
Ground Transportation Bus / shuttle services	<ul style="list-style-type: none"> • GHG emissions • Excessive exhaust/poor local air quality 	<ul style="list-style-type: none"> • Idle-Free Zones • Eco-Driver Certifications • Cost savings
Clothing & Textiles Uniforms for officials, staff and volunteers; clothing merchandise; linens and towels	<ul style="list-style-type: none"> • Ethical supply chain risks for textiles • Environmental risk of textiles 	<ul style="list-style-type: none"> • Supplier meets Code of Conduct requirements • Showcase eco-fabric, recycled, or alternative materials • Opportunity to engage new partners and create legacy • Cost savings

PRODUCT / SERVICE	POTENTIAL RISKS	POTENTIAL OPPORTUNITIES
Torch Relay Supplies Torches, fuel, transport for torch relay	<ul style="list-style-type: none"> • GHG emissions 	<ul style="list-style-type: none"> • Alternative fuel sources • Alternative fuel vehicles; sponsor-provided electric/hybrid/fuel-cell vehicles for torch relay?
Bottled Drinks Water, sports drinks, juice, soda for athletes and officials	<ul style="list-style-type: none"> • Waste and natural resource use • Preponderance of unhealthy options 	<ul style="list-style-type: none"> • Promote a reusable water bottle program in parallel with bottled drinks; work with Coca-Cola and other beverage partners to reduce waste and limit high-sugar options
Food Truck Services Service Ware, Food	<ul style="list-style-type: none"> • Service ware waste (not complying with reusable/compostable/recyclable requirements) • Food waste • Food quality • Excessive fumes from generators • Non-compliance with city ordinances 	<ul style="list-style-type: none"> • Local, sustainable food • Social enterprise • Clean and inviting dining areas
Printed Paper Products Opening ceremony tickets; Handbooks for volunteers and athletes	<ul style="list-style-type: none"> • Paper waste • Forestry practices • Toxic inks 	<ul style="list-style-type: none"> • Printing on recycled paper (ideally 100% post-consumer) with eco-friendly inks • Handbook can be used to promote eco-friendly printing options • 100% digital
Souvenir Items Trading pins, merchandise, T-shirts, stickers, luggage tags	<ul style="list-style-type: none"> • Ethical supply chain risks • Environmental risks (materials such as plastics, toxic materials/dyes/paints, etc.) • Waste, packaging 	<ul style="list-style-type: none"> • Eco-materials • Locally-made • Made by social enterprise or people with ID • Fair-trade-certified items
Sports Equipment Balls, Bats, Bags, Bases, Gloves, Field markers, Measuring tapes, etc.	<ul style="list-style-type: none"> • Possible waste • Ethical production concerns 	<ul style="list-style-type: none"> • Supplier code of conduct requirements • Repurposing equipment (e.g. bocce court)

H. SUSTAINABILITY PROGRAM ACTION PLAN

WHAT IS IT FOR?	The Sustainability Program Action Plan is a work plan with performance targets on sustainability. It is recommended to draft one Action Plan for every impact area within your Sustainability Strategy, which makes it easy to hand off to others who will be primarily involved in that area. This sample is adapted from an Action Plan developed for the 2018 Special Olympics USA Games.
WHO USES IT?	Director of Sustainability; Sustainability Advisory Committee; Operations; Communications; Transportation
WHEN TO USE IT?	Setting up your Sustainability Program Action Plans will flow right out of your Games Sustainability Strategy, so action planning is likely taking place about two years in advance of the Games. The purpose of the Action Plans is to break down each goal area from the Strategy to have a clear roadmap of what needs to be done, by when, with how much effort, and with what kind of potential price tag—and to know this two years out so that additional funding and partnerships can be secured to execute fully. Action Plans should be considered ‘living documents’ and be periodically updated to reflect the current state.

GOAL:	Responsible Sourcing
ACTIVITY/INITIATIVE:	Maximize positive supply chain outcomes and minimize negative social and environmental impacts in the 2018 Special Olympics USA Games supply chain.
DESCRIPTION:	Implement a program that ensures Games staff works effectively with partners and suppliers to showcase sustainable technologies and products, and commit where feasible to create development and employment or subcontracting opportunities for people with disabilities
RESOURCES:	Led by Director of Volunteers and Sustainability working closely with a few key functional areas that manage relationships with suppliers and/or partners (for Value-in-Kind partnerships)
PERSONNEL:	Sustainability can be supported with external subject matter experts to help with development and/or management of ongoing activities and other personnel
LEADING FUNCTIONAL AREA:	Volunteers and Sustainability
SUPPORTING FAS:	Operations, Development, Marketing & Communications, Finance
TOTAL HOURS:	400 (approx. 50 person days) (Hours estimates are preliminary and are likely to change over the course of more detailed planning and further definition of scope and roles)

ACTION STEPS	HOURS	FUNCTIONAL AREA	TIMING
1. Ongoing project management for Responsible Sourcing program and coordination among key stakeholders, including the Sustainability Advisory Committee (SAC).	100		
2. Collaborate with staff to develop a list of High Impact Procurement Opportunities (HIPOs) that identify key products, services, or projects to focus on; identify major contractors or sponsors with existing agreements and major contracts or partnerships to come.	16		
3. Conduct specific analysis on the HIPO list to identify specific risks, opportunities and relevant standards that could apply to key product or service contracts or VIK agreements.	16		
4. Collaborate with staff to activate Responsible Sourcing guidelines and tools; get sign-off on a simple Code of Conduct to prohibit the use of discriminatory labor practices in the supply chain.	8		
5. Post relevant information on Responsible Sourcing program on USA Games website; include Sourcing Guidelines/ Code of Conduct and placeholders for success stories as they are available.	8		
6. Set up a simple tracking system for KPIs related to the Responsible Sourcing Program that support the requirements of the Sustainability Report and can contribute to positive media stories; use existing reporting templates for procurement or financial tracking if possible, or create something new; focus on key goal areas.	8		
7. Develop key messages and a 'Call to Action' for a supplier engagement project to share the Sustainability Strategy with key suppliers and sponsors, and engage them in any of the other five goal areas—especially training and development opportunities for people with ID or other barriers to employment; communicate these Calls to Action to suppliers.	16		

ACTION STEPS	HOURS	FUNCTIONAL AREA	TIMING
8. Hold a 2-hour training/Responsible Sourcing orientation session with key staff involved in procurement, to lay out the vision, goals, and objectives related to sourcing and the wins related to HIPOs. Coach and support key business units in applying guidelines and informing specific environmental/social sustainability criteria within existing or future agreements; focus on the contracts and agreements from the HIPO list.	58		
9. Conduct a sustainability profile on key suppliers/partners to identify their sustainability strengths and possible brand risk areas; request follow-up information on sustainability leadership initiatives to use for storytelling (and follow up if controversial issues potentially arise); request audit results if extreme risk emerges; encourage corrective action if necessary; publicize progress and improvements; ensure all suppliers sign the Supplier Code of Conduct.	40		
10. Perform basic analysis to quantify hard and soft environmental and social benefits/impacts associated with major procurements or projects to inform storytelling and reporting.	24		
11. Create a simple framework to recognize suppliers/partners who showcase sustainable sourcing successes via short stories, slide presentations and a recognition award during the USA Games (integrate into the Chairman's Dinner as an option); act on the recognition program (collect nominations, jury them, coordinate with recipients, present recognition awards, storytelling); create collateral materials for a recognition event for suppliers/partners and roll out at appropriate time during Games or in conjunction with another event.	40		
12. Confirm sustainability benefits associated with 3-5 major contracts and document results or outcomes in 1-page case studies and for publication on the web (piggyback on activity 11, above); share with staff, media, suppliers/partners and leverage through sport and sustainability organizations and news outlets.	40		

RISKS OF DOING:

Staff may see this as extra work or potentially impacting costs/timelines and operations; will require some change management; potential late start means most contracts are signed and suppliers/sponsors will need to 'volunteer' to help deliver on sustainability requests that could seem 'extra' or beyond scope of original agreements; could uncover supply chain risks that do not align with Games committee values.

RISKS OF NOT DOING:

Could expose the organization to brand and reputational risks via negative press stories regarding child labor or other poor labor practices that might exist in supplier/partner supply chains; organization may incur additional downstream costs associated with managing excessive waste, replacing poor quality equipment, products or services; paying to get rid of assets at their end of life.

KEY PERFORMANCE INDICATORS AND TARGETS:

- Number or percentage of purchases in which sustainability was considered (Target: 80% of planned purchases; 50% of rush procurement)
- Number of sustainable technologies or products purchased, used, or showcased (Target: 10 examples – See Shopping List)
- Number of social or inclusive procurement success stories (Target: 3)
- Number of sustainable procurement success stories (Target: 3)
- Percentage of suppliers/partners that sign the Code of Conduct (Target: 100% of partners and major suppliers)

I. SUSTAINABILITY COMMUNICATIONS MESSAGES

WHAT IS IT FOR?	It's a great help to have consistent and ready-to-use messaging available and in the hands of all teams working on the Sustainability Program. This sample is adapted from the 2018 Special Olympics USA Games.
WHO USES IT?	Marketing & Communications; Director of Sustainability; Sustainability Advisory Committee; Operations
WHEN TO USE IT?	To support internal communications needs and when external media opportunities arise.

2018 SPECIAL OLYMPICS USA GAMES: KEY MESSAGING ON SUSTAINABILITY

1. The 2018 Special Olympics USA Games has a robust Sustainability Strategy that supports our Vision and Business Plans.
2. The Sustainability Strategy has six key impact areas: Waste and Recycling, Food and Beverage, Accessibility and Inclusion, Transportation, Sourcing, and Education and Legacy.
3. Beth Knox, CEO of the 2018 Special Olympics USA Games, has endorsed the Strategy and shared it with the Board of Directors.
4. We have a detailed Action Plan for the six Sustainability Impact Areas, including timelines and responsible parties.
5. Sustainability work at the 2018 USA Games is being led by the Director of Volunteers and Sustainability, who is supported by a Sustainability Advisory Committee that is comprised of representatives from venues, partners and other 2018 USA Games stakeholders.
6. The Sustainability Strategy has been informed by the most current, respected, and rigorous sport, event, and sustainability standards, including: the Global Reporting Initiative, ISO 20121 / 14001; the Council for Responsible Sport, and the Académie Internationale des Sciences et Techniques du Sport (AISTS) Sustainable Sport and Event Toolkit.
7. The Strategy also references several case studies of successful sustainable sport event strategies, including: UEFA Euro 2016, 2014 Special Olympics Canada Games, 2012 London Summer Olympic Games, and the 2010 Vancouver Winter Olympic Games.
8. Microsoft Procurement Responsible Sourcing and Reeve Consulting have been key partners to the 2018 USA Games Organizing Committee in developing the Special Olympics Sustainability Strategy and Sustainability Action Plans.

J. SUSTAINABILITY REPORT OUTLINE

WHAT IS IT FOR?	The Sustainability Impact Report documents the actual results and impacts of the Games and can include commentary on what worked well and what fell short to inform future sustainability programming within the Special Olympics movement. This sample is adapted from the 2018 Special Olympics USA Games Sustainability Impact Report.
WHO USES IT?	Special Olympics North America; Special Olympics International; Sustainability Advisory Committee; Partners and Sponsors; Suppliers; general public
WHEN TO USE IT?	Begin writing before the Games based on adopted Sustainability Strategy; ideally finalize within 4 weeks after the games and launch within 8 weeks continue using for planning and advocacy purposes throughout preparations for subsequent Special Olympics USA Games and other events.

SECTION HEADING	MAIN SUBHEADINGS	KEY INFORMATION & TIPS
Introduction	<ul style="list-style-type: none"> About this Report Special Olympics International and the 2018 USA Games Description of the event Results of the event (top level dashboard) Structure of the report (with a brief description of the chapters) 	<ul style="list-style-type: none"> Describe the purpose, organization, and scope of the report Repurpose information from corporate strategic plans Report a few key top-level statistics; dashboard indicators
Spokesperson Letters	<ul style="list-style-type: none"> Letter from the President and the Director of Sustainability 	<ul style="list-style-type: none"> Remember to be authentic Best to include a combination of proud achievements and lessons learned for the next event
USA Games Sustainability Strategy & Sustainability Program	<ul style="list-style-type: none"> Materiality: Our Lens on Sustainability Strategy Highlights Stakeholders: Our partners Action planning and brief overview 	<ul style="list-style-type: none"> Offer some context on your key goals areas for sustainability and why you chose them Discuss the work planned with sponsors and suppliers Describe the Action Plans that were created and how they were used
Governance	<ul style="list-style-type: none"> How does the Special Olympics USA Games Organizing Committee function? Active participants in sustainability (name the key partners who helped in sustainability) + story 	<ul style="list-style-type: none"> Briefly describe what processes are used to communicate sustainability to stakeholders broadly Describe how CEO and Board are informed and expected to take action; discuss practical results
Games Sustainability Results & Impacts	<ul style="list-style-type: none"> Waste & Recycling Food & Beverage Accessibility & Inclusion Transportation Sourcing Education & Legacy 	<ul style="list-style-type: none"> For each goal area, provide a description of strategy and key actions Results Story
Lessons Learned	<ul style="list-style-type: none"> 5 Key Lessons and Recommendations 	<ul style="list-style-type: none"> Share key learnings from Director of Sustainability and CEO Share learnings from debrief interviews with SAC members
KPI Matrix	<ul style="list-style-type: none"> Indicator Mapping 	<ul style="list-style-type: none"> Cross reference indicators reported in your event with current standards

K. VOLUNTEER ROLE DESCRIPTIONS

WHAT IS IT FOR?	A large number of volunteers are needed to stage the USA Games and all have a role in delivering on the Sustainability Strategy and KPIs. This tool suggests some volunteer positions dedicated specifically to supporting sustainability before and during the Games, their responsibilities and preferred qualifications. This sample is adapted from volunteer descriptions developed for the 2018 Special Olympics USA Games.
WHO USES IT?	Director of Volunteers; Director of Sustainability; Volunteer Managers
WHEN TO USE IT?	When planning the volunteer strategy and assigning headcount for positions, at least 2 years out from the Games. Used when seeking funding from sponsors for human resource needs and when recruiting volunteers.

SUSTAINABILITY AND GREEN TEAM VOLUNTEERS

As a Special Olympics USA Games Green Team volunteer, you have an amazing opportunity to contribute to new social and environmental innovations at an event that has huge and far-reaching legacy impacts. You'll help to build a positive brand for the Games and to champion causes like recycling, disability inclusion in the supply chain, active transportation and more, thereby leaving a positive legacy for your community, Games stakeholders, and the broader Special Olympics movement.

This is a rewarding role that will enable you to work with many different Games stakeholders and enable you to make contacts and gain experience in a career sector with growing opportunities.

SUSTAINABILITY PROGRAM COORDINATOR OR INTERN

Level of Effort Required: 1 paid or volunteer position at 40 hours per week, or 2 people at 10-15/hrs per week each

Key Responsibilities: Providing regular support to the Director of Sustainability for 12-18 months (or longer) leading up to the Games, helping that role deliver on its key accountabilities; data collection and analysis; providing regular coordination, project management and administrative support to enable multiple projects to move forward in parallel, including the following:

- Coordinating Sustainability Action Plans
- Coordinating Sustainability Advisory Committee
- Helping the Sourcing team with the list of High Impact Procurement Opportunities (HIPOs)
- Helping partners and sponsors showcase eco-friendly products
- Helping the Operations and Venues teams enact high-performing waste diversion programs
- Drafting stories on innovative sustainability aspects of the Games, posting to social media
- Helping train Green Team volunteers
- Supporting data gathering for the Sustainability Impact Report

Qualifications:

- B.A./B.S.; some post-secondary educational experience (or equivalent) preferred
- Solid understanding of the holistic sustainability, including economic and governance issues
- Ability to act as a role model in terms of practicing 'green' office habits
- Strong coordination skills
- Excellent communication skills (written/verbal)
- Competency with data analysis and spreadsheets

Time Commitment:

- Approximately 40 hrs./week for a period of at least 18 months prior to the Games
- Possible increase in hours in final 3 months leading up to the Opening Ceremony
- Work onsite during the Games
- Ability to contribute for up to 60 days post-Games to support Sustainability Reporting

SUSTAINABILITY BOOTH VOLUNTEERS AT THE GAMES

Level of Effort Required: up to 40 volunteers (based on 4-hour shifts over 5 days, with a minimum of 4 volunteers per shift)

Key Responsibilities: Providing regular staffing at the Games' Sustainability Booth in the Fan Zone to engage with athletes, families, fans, and officials, responding to questions and promoting the Sustainability Program. Booth volunteers will engage in the following:

- Helping assemble and disassemble the Sustainability Booth
- Engage interactively around the Games' Sustainability Program which may include stamping athlete passports, distributing trading pins, supporting the active transportation plan, educating on tri-sort waste initiatives, etc.
- Supporting athletes and families in using their Sustainability Passports
- Encouraging fans to participate in activities at the Sustainability Booth or other/similar activities
- Promote and celebrate partner and sponsor sustainability initiatives

Qualifications:

- Age 14+, or youth groups with supervision in a 4:1 ratio (see standard basic volunteer requirements)
- Strong interest in general sustainability issues
- Able to act as a role model in terms of practicing 'green' habits
- Reliable; good interpersonal skills
- Outgoing, energetic and engaging personality

Time Commitment: Approximately 4 hours per day (4 shifts) during the week of the Games

GREEN TEAM VOLUNTEERS AT THE GAMES

Level of Effort Required: up to 100 volunteers working 4-hour shifts over 7 days

Key Responsibilities: To engage with athletes, families, fans and officials in real time during the event to respond to questions and promote key aspects of the Sustainability Program such as sorting materials for recycling and composting, using active transportation, finding water refill stations, finding transit stops and explaining protocol for trains/buses, and more. Green Team Volunteers will be tasked with the following:

- Helping athletes, families, and fans with sorting at waste stations, especially in high traffic areas such as volunteer areas, Fan Zone, housing/dining facilities, special ceremonies
- Helping athletes, families, and fans make use of transit, bike share, shuttles and other active or alternative transportation choices, while stationed at key transportation hubs
- Acting as Sustainability Ambassadors to promote engagement tools like Sustainability Passports or Water Bottle Refill Program
- Answering questions and providing information to athletes, families, fans, and officials regarding the Sustainability Program

Qualifications:

- Age 14 or higher (see standard basic volunteer requirements)
- Strong interest in environmental and social sustainability issues
- Able to act as a role model in terms of practicing 'green' habits
- Reliable; good interpersonal skills
- Outgoing, energetic and engaging personality

Note: Good opportunity for people with intellectual disabilities to practice and work on social interaction skills **Time Commitment:** 4 hours per day during the week of the Games



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